

**The State of Missouri's
Strategic Plan for
Title I of the Workforce Investment Act
and the Wagner-Peyser Act
(July 1, 2007 – June 30, 2009)**

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**TOUCHING
LIVES & COMMUNITIES
SHARE NETWORK**

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Executive Summary

Missouri's workforce system strategic plan for Program Years 2007 and 2008 is in response to ongoing new economy talent acquisition and development challenges. Governor Matt Blunt has charged the Department of Economic Development's Division of Workforce Development (DWD) with contributing to the creation of a more competitive Missouri and to ensure that hard working Missourians continue to be our greatest economic asset. The workforce system continues to create an impact on the state's economy by helping families acquire the training and skills necessary so that Missouri is competing globally for both family-supporting careers and providing businesses with the quality workforce necessary to create economic opportunities in Missouri. Simply put, there is no business incentive more valuable than a skilled workforce.

The workforce system in Missouri has begun to deploy and network workforce development assets at the regional level with economic development, P-20 education, business and industry, research institutions, etc. This ongoing transformation is a result of both the Governor's leadership and the national direction which view talent development along with entrepreneurial investment and infrastructure as the essential areas of focus, if Missouri is to effectively compete on the global level. Many of Missouri's Local Workforce Investment Boards (LWIBs) cover multiple rural and metropolitan statistical areas and are collaborating across artificial political boundaries to address solutions to talent acquisition and development challenges in industries and occupations important to regional economies across the state. Governor Blunt continues to promote regionalism through various strategies, including the recently established Skilled Workforce Initiatives (SWI), which will be discussed later in this document.

This ongoing transformation is also crossing state lines through efforts such as:

- The OneKC WIRED (Workforce Innovation in Regional Economic Development) Initiative where Missouri is working with the State of Kansas and regional leaders to transform a patchwork of education, workforce and economic development programs in the Greater Kansas City Region into one synergistic system that supports the growth of health care, biotechnology and advanced manufacturing industry clusters;
- The Workforce St. Louis 2.0 Initiative, an innovative human capital benchmarking initiative led by the Council for Adult Experiential Learning (CAEL), which is now reaching out to regional leaders in Illinois and Missouri to develop a regional talent development strategy;
- The Four States Health Professions Consortium's mission is to provide sufficient numbers of qualified healthcare professionals and support personnel to meet the current and future workforce demands of a four state region that includes SW Missouri, SE Kansas, NE Oklahoma and NW Arkansas; and
- Regional leaders of the Commerce Corridor of Southeast Missouri, Missouri's newest WIRED initiative, will network with Arkansas Delta WIRED leaders to accelerate its transition from an economy based on traditional agriculture and old line manufacturing to

one that embraces innovation in new markets--beginning with advanced manufacturing, healthcare and bio-fuels.

- The St. Louis Carpenters' High Growth Job Training Initiative utilizes Southwestern Illinois College to deliver welding training for the Missouri Department of Transportation (MoDOT) I-64 project.

Missouri's state and local leaders share the facilitation of key discussions and planning with adjoining state leaders from many sectors to meet the national direction USDOL has established. Missouri hopes to successfully compete for other USDOL, Employment and Training funds to develop other WIRED-like initiatives, bringing workforce innovation in regional economic development activities to other regions within the state.

With the exception of the OneKC WIRED area, Missouri is not requiring LWIBs to develop formal WIA and Wagner-Peyser plans at the regional level; however, DWD is using the Skilled Workforce Initiative as a powerful tool to promote regionalism. The financial incentives for LWIBs to work regionally are strong (e.g. Talent Acquisition and Development category provides up to \$200,000 per LWIB or \$500,000 per region) and will continue to grow over time.

This plan modification will show how we are skillfully and passionately re-imagining talent acquisition and development strategies in the new economy. These strategies are much more effective when they are aligned with business attraction and retention investments. The Department of Economic Development has identified eight targeted industry clusters to target business attraction and retention efforts. Those targeted industries are:

- Military, Defense, and Homeland Security
- Information Technology
- Life Sciences
- Transportation/Logistics
- Energy
- Automotive
- Finance
- Agribusiness

Business and industry continue to face increasing challenges in the recruitment of qualified workers. Occupations in many of the targeted industry clusters above require core competencies in math and science. Missouri's capacity to create new jobs in these clusters and to develop a critical mass of talent to fill those jobs will depend on the State's ability to grow and nurture Math, Engineering, Technology and Science (METS) competencies.

Governor Blunt held a summit in April 2006, which was attended by leaders in business and industry, as well as P-20 education professionals, to address the METS related skills shortages of future Missourians. The work from the summit holds promise for educational reform to ensure that future Missourians are adequately prepared for opportunities that await them in the global economy.

While the METS initiative is absolutely critical, new data suggests that most of the Missourians who will be in the workforce over the next 20-25 years are currently working. Therefore, a focus on adult workforce issues is also paramount. Much of adult workforce responsibility lies with DWD since this agency oversees the public workforce system; Temporary Assistance to Needy Families (TANF) Food Stamp employment and training; and community college delivered business and industry training for high wage job creation and retention efforts.

The following pages address Missouri's efforts in this regard as well as the response to the priorities outlined in the Employment and Training Administration's (ETA) updated national strategic direction. In aligning the state's plan modification with ETA's strategic goals, the state will address ETA's current policy emphases and strategic priorities as presented in Training and Employment Guidance Letter (TEGL) 13-06, while concurrently addressing and highlighting what Missouri is accomplishing to meet the Governor's vision. Throughout this document, DWD will be showcasing various initiatives which demonstrate how Missouri is transforming its system into a regional focus. Please see Attachments 1 and 2 for a high level overview on how Missouri is phasing out old employment and training and creating a 21st Century Talent Acquisition and Development System.

I. Demand-Driven Workforce Investment System within a Regional Economic Development Context

• **Skilled Workforce Initiative**

In July 2006, Governor Blunt began a new collaborative, performance-based approach in utilizing discretionary workforce funds. It is designed to strategically target discretionary training funds to address root cause problems in industries and occupations that drive Missouri's economy. The initiative made \$7 million available to LWIBs across Missouri and provided financial incentives for regional collaboration. The Skilled Workforce Initiative are local demonstration projects with a two year reporting cap which produced the following:

- ❖ Several projects in Kansas City and St. Louis that crossed LWIB boundaries;
- ❖ 100% local match, leveraging over one local dollar from community partners for every state dollar invested, more than doubling the funds available to provide workforce services;
- ❖ Simplified accounting, reporting and classification of discretionary projects and reduced administrative costs;
- ❖ Targeted initiatives as opposed to many differing initiatives with inconsistent policy objectives;
- ❖ Clear performance outcomes targeted at root cause talent acquisition and development challenges; and
- ❖ Local sustainability, seeding projects that can be embedded in existing community infrastructure.

With the success of these projects, it is anticipated that additional multi-LWIB projects will be awarded in future years. For 2007, \$4.5 million is available to the LWIBs, with the competitive process opening on January 15th and proposals due by April 30th.

- **Regional Initiatives that Transcend LWIB Boundaries**

SWI Regional Business Retention & Early Warning Networks

An important part of economic development is keeping jobs in the state, and workforce development is often a critical factor in job retention. The Early Warning Networks initiative will enhance local workforce and economic development professionals' efforts towards saving jobs.

“Early Warning Networks” are an integral piece of a Business Retention Program, where local workforce and economic development, as well as other community representatives work together to identify at-risk companies and leverage resources to avert layoffs and closings. The Business Retention Program encourages assembling a group of local experts in the area of workforce development, education and economic development, collectively working as a Business Retention Team. This Team establishes an Early Warning Network that allows members to gather timely information, develop strategies and leverage resources in an attempt to avert layoffs and closures. Through DWD’s Skilled Workforce Initiative, funds were provided for local Business Retention Coordinators (BRCs) that will assemble and lead these local teams of workforce, education and economic development experts. The long term impact will be measured by the number of jobs saved.

This year, DWD implemented Business Retention Programs in three pilot sites within the state: the Southwest Region, the Kansas City Metropolitan Area, and the Northwest Region. Each region has identified its Business Retention Coordinator – with two serving the Kansas City vicinity – and each region’s team has strong representation from local economic development organizations. In addition, a representative from Missouri Enterprise participates on each local team and provides expertise in the area of pre-feasibility studies for targeted at-risk businesses. Ultimately, the vision is for the concept of Business Retention Programs with Early Warning Networks to go statewide. Six additional regional business retention networks will be added in PY 07.

Factors that signal potential closures include: 1) failure to pay bills, i.e., utilities; 2) small lay-offs (not tied to seasonal conditions); 3) increase in Unemployment Insurances filings; 4) lack of hiring activity/new hires; 5) changes in leadership (plant manager, human resources or owner/ownership); 6) rumors that originate with current employees; 7) a large number of current employees beginning job search; 8) lack of capital investment in plant or equipment; 9) moving equipment out of business; 10) decreasing involvement in community activities; 11) expiring union contracts; 12) contacting lending institutions for operating capital; 13) natural disasters; 14) economic issues with larger companies who may have sub-contracted with businesses in the region; and 15) economic changes in specific industries.

SWI St. Louis Regional Nurse Retention Project

All four St. Louis area Workforce Investment Boards - St. Louis City, St. Louis County, St. Charles County, and Jefferson/Franklin Counties - and three area community colleges

(St. Louis Community College, St. Charles Community College, and Jefferson College), have joined together for the regional skills gap project, which utilizes \$361,000 to assist in alleviating the nursing shortage in the area. The project will utilize Retention Counselors in the local community colleges' nursing programs to ensure that nursing students are able to stay in the program. The Counselors will assist with issues that would hinder students' participation, such as childcare, transportation, and family obligations. This project will serve an estimated 311 nursing students.

SWI St. Louis Regional Entrepreneurship Training and Support Project

St. Louis City and County are collaborating with local small business development partners to provide a unique opportunity to 120 low-income and dislocated workers. This project will provide entrepreneurial training and support, including capitalization grants, to assist these individuals in establishing their own businesses, which will expand the local economy.

SWI St. Louis Regional Incumbent Worker Initiative Project

The St. Louis City and County LWIBs recognize the need for businesses to remain competitive and understand that by providing training to incumbent workers and supporting continuous learning in the workplace, they can assist businesses' competitiveness. Through this project, 1,400 employees in the healthcare, manufacturing and construction industries will be trained to improve their customer service and management skills, which will result in promotional opportunities and increased earnings for the employee. Businesses will also benefit from this training through increased productivity, lower turn-over rates and more qualified employees available for business growth and expansions.

WorkforceStLouis2.0 Project

In the 21st Century knowledge-based marketplace, the St. Louis region's most valuable economic asset is its human capital. WorkforceStLouis2.0 brings business leaders together to encourage and support strategic investments in human capital that pay returns not only for individual firms, but for the regional economy as a whole. WorkforceStLouis2.0 coordinates with and complements more traditional workforce and economic development efforts.

DWD provided the initial funding through the St. Louis Agency on Training and Employment and the Council for Adult Experiential Learning (CAEL). The WorkforceStLouis2.0 project was launched by regional business and government leaders at a meeting early in 2006. In response to interests expressed by firms in attendance at that meeting, and others, WorkforceStLouis2.0 asked PriceWaterhouseCoopers/Saratoga, a national human resource services leader, to assist with the first Workforce St. Louis Human Capital Performance Study. Fifteen large companies participated, representing the financial services, healthcare, manufacturing, plant sciences, and design/construction. The results were released in February 2007 and are being used to establish a benchmark and a standard for human capital investment in the region. The information sheds new light on talent development opportunities in the St. Louis market and provides regional employers in the St. Louis area with new methods of attracting and

retaining talent. Plans are underway to export WorkforceStLouis2.0 more widely throughout the region, both in Metro-east Illinois and with more companies.

Four-State Health Professions Consortium

A consortium of businesses, educators, and employment groups devoted to the future of healthcare careers across the four-state region has set its sights on development opportunities in three strategic areas. The overall effort is designed to boost the number of students, both youth and adults, into the pipeline for careers in the healthcare field and for instructors to prepare students for future healthcare careers.

The Four-State Health Professions Consortium dates back to May 2000 and was originally focused on Southwest Missouri. During their history, the consortium expanded into four states as members discovered that healthcare employers in neighboring states were facing the same challenges in recruitment and retention of workers. Now, the overall mission statement of the consortium is to provide a sufficient number of qualified healthcare professionals and support personnel to meet the current and future workforce demands of the four-state region to include Southwest Missouri, Southeast Kansas, Northeast Oklahoma and Northwest Arkansas.

Greater St. Louis Talent Alliance – Information Technology (IT)

Four St. Louis area LWIBs, St. Louis Regional Chamber and Growth Association (RCGA), Greater St. Louis Inc., IT Coalition/Innovate St. Louis, WorkforceStLouis2.0, and area colleges have come together to design and implement an ambitious initiative for the sustained alignment of the business, human resources development, and employment sectors. The ultimate goal is to strengthen the area's economic competitiveness through a collaborative demand-driven and industry-focused effort aimed at addressing skill and labor worker shortages in the Information Technology sector as a starting point, with the intention of broadening strategic alliances and planning processes to target additional sectors in the future.

IT provides an excellent initial platform, because it is both an industry sector and a discipline that cuts across all other sectors. In 2005, there were 1,731 firms employing over 33,840 employees in traditional IT sectors in the St. Louis Metropolitan Statistical Area. With growing IT employers such as SAVVIS, Newberry Group, and World Wide Technology headquartered in the region, as well as the presence of major IT consumers such as Edward Jones, Monsanto, AG Edwards, Anheuser-Busch, Boeing, MasterCard, and Emerson, the industry is a key regional driver for economic growth. Greater St. Louis Inc. reports that the region is also currently competing for several significant IT-using prospects that would further strain the regional technical workforce supply chain.

A 2004 study *Survey of Job Openings in the St. Louis MSA- Information Technology-Producing Sector* completed by the Public Policy Research Center at UM-St. Louis surveyed IT-producing employers and noted that the greatest challenge to their continued growth cited by employers was the availability of qualified labor. Only 62.8% of employers found applicants to match “well” or “very well” to the skills requirements listed for job openings. A job vacancy survey of employers in IT found 581 job openings

in St. Louis County, City of St. Louis, and St. Charles County in May 2006 with demand highest (76.6% of all openings) for occupations in custom computer programming services such as software engineers, computer systems analysts, and computer system programmers.

The targeted customer groups are existing (incumbent) workers, dislocated workers, and potential talent recruits from local colleges and universities and other regions with which the region competes for talent and for firms.

- **OneKC WIRED**

The OneKC WIRED (Workforce Innovation in Regional Economic Development) initiative represents a collaborative partnership strategically designed to drive significant economic and workforce development transformation within a bi-state region of 18 counties in the greater Kansas City area, transcending artificial, political, and service delivery boundaries. DWD serves as the grant recipient for a \$15 million USDOL ETA grant award representing both the State of Kansas and the State of Missouri. The OneKC WIRED initiative's goal is to integrate and build upon a collection of new and currently independent activities, which will lead to an unprecedented comprehensive system of economic development, workforce development, education, and training to meet the region's current and future needs.

Among many innovative components, the OneKC WIRED initiative brings together three Kansas and four Missouri LWIBs under the OneKC Regional Workforce Council, based on the same 18-county bi-state area covered by the Kansas City Area Development Council. While the Council has no statutory or regulatory authority over the seven LWIBs, it serves as a regional advisory body to develop strategies to coordinate workforce services beyond political jurisdictions. OneKC WIRED funding will help transform *random acts of excellence* within the public workforce system into a common skill development brand that supports sustainable talent pipelines in advanced manufacturing, biotechnology, and healthcare throughout the 18-county, bi-state region. This transformation includes the development and demonstration of the following:

1. **Common skill development infrastructure** that encompasses basic skills assessment and remediation (including a bi-state Career Readiness Certificate), soft skills assessment and development, and occupational skills training for current and emerging workers.
2. **Common career resource platform** that ensures consistent, best-in-class career planning and exploration tools are in place to help current and emerging workers make informed decisions in the pursuit of high-growth, high-wage employment.
3. **Common business services protocol** that facilitates and coordinates the recruitment, screening and training services across the 18-county area.
4. **Occupational training** that will be coupled with work-based learning and internships to better connect classroom training with real workplace experience; thereby, increasing marketability of current and emerging workers.

5. **Lifelong Learning Account (LiLA) demonstration** that builds a capacity within the three sectors that supports ongoing skill development in today's rapidly changing labor market.

6. **Regional alignment of all current worker skill development assets** (incumbent worker training, customized industry training, LiLAs, etc.) that a) creates strategic synergies for increased business productivity; and b) assists workers in navigating a solid career path in targeted industries.

7. **Two-year Regional WIA/Wagner-Peyser Plan** that strategically positions the public workforce system as a relevant talent development pipeline for business and economic development across political jurisdictions in the 18-county bi-state region.

- **Commerce Corridor of Southeast Missouri WIRED**

Missouri's newest WIRED region has always been defined by and comfortable with the idea of motion. First came the movement of people and goods along the Mississippi River; later the movement has been marked by the Interstate 55 (I-55) highway. These transportation corridors have served us well by allowing for easy movement of products for our manufacturers to reach markets, for movement of people to jobs in and out of the region, and movement of tourists to our area to enjoy the natural beauty and rich history. But now a new kind of movement is required, and the leaders of the area recognize the urgency of need for accelerating the movement of:

- Existing employers to innovative technology and higher productivity;
- Business ideas to market by fostering entrepreneurship and new business growth;
- Skills of the workforce to higher levels that meets the demands of employers and allows citizens to start their own businesses; and
- Ideas and strategies from other regions that match Missouri's goals and needs.

The WIRED funding, along with resources that it leverages, will serve as a major force in increasing the speed of Missouri's movement. Thanks to the enlightened regional leaders who have laid the groundwork, Missouri has a *clear sense of direction* for economic development priorities that will align efforts, a *unified network of connectivity* needed both internally in the region and externally to other regions, and a *platform for accelerated action* that will serve to create an innovation culture with Missouri employers and our citizens. Through a new, innovation culture Missouri will be able to create and maintain a high standard of living in the new economy.

- **Tri-State Development Summit**

In October 1996, officials from Southeast Iowa, Northeast Missouri, and Western Illinois created the Tri-State Development Summit. The purpose of the Summit is to identify common issues, develop an on-going dialogue to effectively address those issues, and improve the quality of life of the entire tri-state region through economic development activities. The work of the Summit is handled by four task forces, and one of the most active

task forces is the Workforce Development Task Force. Missouri is proud to have representation from its workforce partners in the leadership of this group and utilizing the relationships already developed as a framework for innovative workforce strategies in the tri-state area. The “Tri-State of Mind” region encompasses 35 counties, and a total population 700,000. For more information on the Summit, go to their link: www.tristateofmind.org.

II. System Reform and Increased Focus on Workforce Education and Training

- **Skilled Workforce Initiative** (See ETA Priority I, page 9)
- **Interdepartmental Coordination Council for Job Creation and Economic Growth**

As follow-up to the final report of the State Government Review Commission, Governor Blunt issued Executive Order 06-35 to create the Interdepartmental Coordination Council for Job Creation and Economic Growth. The Council’s charge is to “better coordinate the state’s efforts of creating jobs and supporting economic growth.” The council consists of department directors or appointees of DED, Revenue, Higher Education, Elementary and Secondary Education, Natural Resources, Conservation, Labor and Industrial Relations, Agriculture, and Transportation. The Council has recently been convened and has established tentative goals and priorities, one of which is as follows:

Goal: Education of Missouri’s workforce to meet the needs of employers through skills, education, customized training, and workforce development.

Objective: Create an adequately educated and skilled workforce to meet employers’ needs.

Performance Measurement: Increase in the number of Missouri workers that meet targeted skill levels, certifications, and degrees.

Performance Goals:

- Annual increase of x% in targeted skill levels
- Annual increase of x% in targeted certifications
- Annual increase of x% in targeted degrees.

DWD is supporting the work of the Council by working with P-20 education partners to align talent development strategies with job creation and economic growth strategies. There will be an expectant performance measurement for annual increases in targeted skill levels, targeted certifications and targeted degrees. Currently baseline data is being collected to further develop what these expected performance attainments will be.

- **METS Initiative**

As discussed earlier in this plan, Governor Blunt’s Math, Engineering, Technology and Sciences (METS) Initiative has placed an increased focus on workforce education and training for Missouri’s young people. The METS Initiative was created to raise awareness and to recognize the challenges that Missouri will face in the coming years if more students are not fully prepared for careers that require knowledge and skills in mathematics,

engineering, technology and science. In response to the 2006 METS summit, an alliance of 20 representatives from state and local government, public education systems and Missouri businesses was tasked to create an action plan to better prepare Missouri students for a global economy and to discuss opportunities for Missouri to become a leader in math, engineering, technology, and science education. Governor Blunt's FY2008 budget includes \$2.9 million to fund 100 technology classrooms in 100 different schools and \$1 million to expand quality after-school programs for students to participate in math and science activities.

In addition, the Governor has asked for \$250,000 to encourage more students to take Advanced Placement (AP) courses by paying for half of the test fee for all students that take AP math and science exams. The budget also commits \$35.7 million from the state's life sciences trust fund to support ethanol, bio-diesel, plant science and animal health and nutrition research.

- **Jobs For Missouri's Graduates (JMG)**

In the fall of 2005, DWD implemented a school-to-work youth program for at-risk high school seniors in the local workforce regions. DWD's Jobs for Missouri Graduates (JMG) is modeled after Jobs For America's Graduates (JAG), a statewide dropout prevention and workforce preparation program for at-risk youth delivered in the classroom through the support of school and business partnerships. The program is funded with Wagner-Peyser 10% 7B funds.

The objective of the program is to help youth secure a quality job that will lead to a good career, either directly after high school or after further education at the post secondary level. To achieve its objective, JMG focuses on keeping students in school through graduation and, during this time, improving their rate of success in acquiring employability and occupational competencies. One of the roles of the JMG specialist is to ensure that students are aware of Missouri's labor market and the skills needed to meet the demand of businesses in high growth industries, including METS-related careers. Using tools such as the Missouri Career Guide, Missouri Career Centers and O*NET online, students become aware of the high growth industries, wages, educational requirements and educational institutions where skills may be obtained. JMG Specialists also form hiring partnerships with employers throughout Missouri. These partnerships will include special presentations, employer visits, internships, career fairs, and special scholarship awards resulting in employment opportunities.

In PY'06 Job's for Missouri's graduates through its 22 sites, which includes 2 dropout recovery sites, served 798 at-risk and/or high school dropouts (dropout recovery). The 12 month follow-up data for the 2005 roster, which includes 486 seniors/graduates shows: 91% completed a high school diploma or GED; 75% obtained full-time jobs and 89% received full time placement. The full time placement goal is for 80% of the graduates to be engaged in full-time activities (full-time civilian employment; full-time military; full-time postsecondary enrollment; or part-time jobs with part-time postsecondary enrollment by the close of the follow-up phase). The full-time placement rate is computed by dividing the total number of full-time enrolled and employed graduates by the number of graduates.

- **Missouri Career Readiness Certificate (MoCRC) and the Worldwide Interactive Network (WIN)**

According to a 2005 National Association of Manufacturers (NAM) survey, America's manufacturers indicated that half of their current employees have inadequate basic employability skills, such as attendance, timeliness and work ethic. The survey also revealed that 46 percent of manufacturers reported inadequate problem-solving skills and 36 percent indicated insufficient reading, writing, and communication skills. This data was validated by Missouri's own 2005 local Skills Gap Analysis projects where LWIBs convened local planning consortiums to identify critical skills shortages throughout the state.

The MoCRC has been designed as one response to this need. The certificate is signed by Governor Blunt and has been created to assure employers that a job applicant has the necessary employability skills in three core areas – applied mathematics, reading comprehension, and locating information – that are necessary for a person to be proficient in today's workplace. The assessments are produced by ACT, Inc. through WorkKeys® and have been profiled against thousands of available jobs and are consistently identified by employers nationwide as being essential for prospective and incumbent employees both for being hired and for advancement. The three levels of the MoCRC (Gold, Silver, and Bronze) are based on the scores of the three academic assessments previously mentioned. Different jobs require different abilities. The certificate will reflect quantitatively the different levels of certificates that are necessary among career fields.

An additional benefit is integration with workforce services, as an individual's assessment scores are entered in DWD's case management system to assist Career Center staff in finding the best job match for the career-seeker.

In the fall of 2006, DWD announced that Missouri was joining 11 other states to offer our basic workplace readiness credential, the MoCRC in partnership with ACT, Inc. The announcement was in conjunction with ACT, who made public its plans the same day for a National Career Readiness System to include several new products designed to help states increase the foundational skills of its workforce. DWD's MoCRC, an ACT affiliate product, utilizes a combination of job analysis, assessment and training to ensure that Missouri workers have real workplace skills and are able to compete in today's rapidly changing labor market. Effectively addressing real workplace skills will lead to reduced turnover, overtime, and waste for businesses that are making employee selection and training decisions every day.

Individuals wishing to improve their assessment scores and attain a higher level MoCRC will be provided remediation through several sources. To provide universal access, DWD has contracted with Worldwide Interactive Network (WIN) to deliver their ACT WorkKeys compatible skill-based training to improve workplace skills through an internet-based system. By making this training available to WIA partners, DWD has taken another step in improving the competitiveness of Missouri's workforce. For Missouri, this is a world-class

addition to our workplace readiness product, as WIN is the national leader in remedial training for the WorkKeys-based employee job skills credentialing system.

- **Lifelong Learning Accounts (LiLAs)**

Lifelong Learning Accounts (LiLAs) are employer-matched, portable individual savings accounts used to finance education and training – like a 401(K) for skill building and career advancement. With LiLAs, workers can upgrade their skills and knowledge to meet the needs of business and industry while achieving their career goals. LiLAs serve as a new tool to assist workers, particularly those in lower wage and lower skilled positions, by improving their access to education and training for career advancement and encouraging businesses to provide educational benefits to their employees. LiLAs also aid businesses by improving their ability to attract and retain capable employees and increase productivity. The LiLA pilot program is part of the OneKC WIRED initiative and will serve 100 workers. This program can prove to be a long-term solution for workers who desire additional education and training, but lack the financial resources necessary to pursue those desires. DWD is looking to gain insight from the OneKC WIRED project LiLA offers throughout the state.

- **Career Advancement Accounts (CAAs)**

Missouri welcomed the opportunity to be a part of the USDOL Career Advancement Account (CAA) demonstration for the automotive industry sector. Missouri's CAA initiative will have two key components for its local demonstration sites and will be administered in partnership with the state's dislocated worker programs. In addition to Tier I and Tier II suppliers, below are the major automotive manufacturing sites located in Missouri, which will be targeted for this pilot project:

- ❖ DaimlerChrysler Corporation (Truck Facility) Fenton North
- ❖ DaimlerChrysler Corporation (Van Facility) Fenton South
- ❖ Ford Company, Hazelwood
- ❖ Ford Company, Claycomo
- ❖ General Motors, Wentzville

Targeted customers are:

- a) Dislocated workers from non-Trade Act certified sites; b) dislocated workers from sites that are or may be Trade Act eligible, but have not laid-off workers; c) individuals that received automotive buy-out packages without educational packages; and d) individuals from community impacted business sites.
- b) Incumbent workers at automotive and supplier sites.

To support the targeted areas of the demonstration, DWD will leverage resources from WIA 25% Rapid Response, Dislocated Worker and Wagner-Peyser funds as well as Missouri General Revenue industry training funds targeted for General Motors (GM), Ford and

DaimlerChrysler in 2007 and through a high-growth training grant awarded through USDOL for the training of autoworkers from the Ford, GM, and DaimlerChrysler plants. Missouri Career Center staff together with State and local Rapid Response Coordinators will work with CAA applicants, company management and union officials to inform workers of services in advance of the CAA award opportunities to ensure informed choices result in quality jobs within the eight target industry sectors addressed earlier in this plan.

- **Business and Industry Training Programs**

Missouri offers industry training programs to eligible businesses to train workers in high wage job creation and job retention efforts in conjunction with economic development incentives. These programs are operated by local educational agencies. The Missouri Job Development Fund is the Department of Economic Development's funding source for the Missouri Customized Training Program. This program allows the state to provide training to new and expanding businesses. Funding is also used to retrain employees of existing businesses to retain businesses through both direct training and increasing employee skills.

The Missouri Community College New Jobs Training Program provides an incentive for the creation of new jobs by providing education and training of workers for new or expanding industries. The Missouri Community College Job Retention Training Program provides an incentive for the retention of existing jobs by providing education and training to workers in retained jobs. Funds for this program were first appropriated in FY 2006.

In FY 2006, Industry Training Programs achieved the following:

Through the Customized Training Program, training assistance was provided to 192 projects (188 companies and four consortiums) to train 19,066 workers in new and existing jobs at an average wage of \$18.99 per hour.

The Customized Training Program continues to receive a high overall rating in customer satisfaction with 0% reporting a "poor" rating through anonymous feedback surveys.

The Customized Training Program's local training coordinators continue to receive high customer service satisfaction ratings. The local training coordinators met customer expectations in Fiscal Year 2006 at a rate of 99%.

Through the Community College New Jobs Training Program, training assistance was provided for nine additional companies creating 2,255 new jobs at an average wage of \$15.73 per hour.

Through the Community College Job Retention Training Program, training assistance was provided for six companies to retain 4,008 jobs at an average wage of \$26.13.

- **Alchemy SISTEM™**

DWD implemented a state-of-the-art training medium in 2006 designed to upgrade the skills of Missouri job seekers and workforce professionals in its 40+ One-Stop Career Centers. The Standard Industry Skills Training and Educational Media product, known as SISTEM™, was developed by Alchemy Systems L.L.P. The training, which is interactive and competency-based, allows DWD to streamline its training delivery to customers and staff while still allowing for consistency and local customization.

Initially, the standardized content will include basic job readiness workshops to include resume writing, job search techniques, financial literacy, customer service and soft skills, such as problem-solving, communication, and time management. Additional modules are being developed with content customized to meet the needs of business and industry (e.g., teamwork, problem-solving, digital literacy, etc.).

All modules developed for DWD are available in both English and Spanish, can be delivered for up to 32 people at a time and capture individual assessment results to gauge transfer of knowledge. Selected courses will be available through the internet and are made up of individual modules designed to be completed in about 15 minutes. Cost-effectiveness is one of the benefits of the system; each hour of digital training is equal to about four hours of classroom training. Likewise, a 15-minute module of Alchemy equates to an hour of traditional classroom training.

- **Skill Assessment and Development Centers**

With the decline of low-skilled manufacturing jobs in Missouri, it is more important for job-seekers to develop additional skills to make them more employable. Traditional job-seeker assistance focused on “jobs first,” getting the customer into a job, any job, with the assumption that they would learn the necessary skills for that job once employed. Today, jobs require that employees have certain skills prior to employment, so our job-seeker assistance and resource room has changed to a “skills first” approach. DWD is in the process of retooling resource rooms to become Skill Assessment and Development Centers. The Centers will be equipped with assessments, such as WorkKeys, that assess individuals on core competencies needed for 85% of jobs profiled by ACT. If deficiencies are found in these competencies, or in soft and applied skills, the job-seekers can utilize remediation courses through the Worldwide Interactive Network, or WIN, as well as the computer-based Alchemy SISTEM™ which offers job readiness and basic skill instruction and development.

III. Enhanced Integration through the One-Stop System with Improved Service Delivery and Increased Efficiencies

- **Missouri Career Center Marketing**

DWD is implementing a new strategy to condition Missourians and businesses to see the Missouri Career Center brand in every community as the place, both physically and virtually, where employers and job seekers receive "world class" customer experiences. This starts

with a new branding initiative that builds on the current brand identity that is well-established in our local communities, while improving its appeal to new customers. Based on the results of a recently-conducted brand survey project, DWD revised its existing Career Center logo to include symbols of globalization, talent acquisition and development, and an on-line product being developed as a “virtual” Career Center that displays several offerings of Missouri’s workforce system.

DWD is also establishing innovative strategies for targeted marketing campaigns, like with the Missouri Career Readiness Certificate and SHARE initiatives. Marketing for these products is being handled in a state/local partnership, with the state conducting some initial statewide marketing on the basis of a Marketing Plan, and then working with workforce regions to develop local campaigns based on the Marketing Style Guide, but then would be free to develop local strategies and campaigns to most effectively market these items in their regions. DWD’s Policy and Communication Unit works with internal marketing resources (graphics design, customer outreach, and web-development experts) and external marketing resources (market research agency, advertising agency, other vendors) to fully address DWD’s marketing and public outreach needs.

- **One-Stop Chartering**

In an effort to achieve true integration and implement quality improvement and standardization in the 40+ Missouri Career Centers, DWD and the Missouri Training and Employment Council created a set of criteria that the centers must meet to become chartered One-Stops. The criteria establish three levels of comprehensive One-Stop Centers and are framed around the seven Baldrige principles.

BALDRIGE PRINCIPLES MEASURE:

1. **LEADERSHIP:** Public and private leadership works collaboratively to provide supportive and active management of the Missouri Career Center.
2. **INFORMATION AND ANALYSIS:** Consistent use of meaningful, current, and reliable information by both staff and customers is fundamental to success.
3. **STRATEGIC PLANNING:** The Missouri Career Center strategically plans its delivery of services and continuous improvement efforts.
4. **HUMAN RESOURCE UTILIZATION:** The Missouri Career Center focuses on employee satisfaction, with management ensuring that staff members have the tools and skills they need to provide excellent service to their customers.
5. **PROCESS MANAGEMENT:** The Missouri Career Center places a major emphasis on continuous improvement, delivering services in a high quality manner and being flexible and quick in responding to customer needs.
6. **CUSTOMER SATISFACTION:** Employer and individual services are shaped and the Center is measured by external and internal customer feedback and articulation of needs.

7. RESULTS: As the Center's operations and service delivery progress, the performance expectations will grow, both in terms of productivity and quality of service.

- **Business Services Teams**

The original role of the workforce system's business representatives was that of marketing DWD's labor exchange service, GreatHires, and the Missouri Career Centers. Over time, that role has evolved and has been expanded to provide a more consistent quality set of services to the business customers in their region. They now serve as **human resource diagnostic experts**, meeting with businesses and connecting them to the appropriate assistance depending on their individual company needs. This may include industry training, recruitment needs, assistance with tax credits, rapid response services or even access to information on transportation or permitting issues. In this enhanced role, the business representatives are better informed about the industry demands for a well-prepared workforce.

Phase I: Business Services Team training was implemented to enhance services to the business customer through the development of a single point of contact system for businesses, improvement of business customer service and satisfaction, and development of systemic business marketing strategies that support the involvement of all Career Center partners' business contact staff. The Phase I training sessions helped the regions accomplish this goal through the develop a local business services marketing plan and provided additional instruction on conducting marketing and building relationships with business customers.

Phase II: Phase II training has been implemented to assist and guide the regional business services teams with updating and expanding their business services marketing plan to include additional partner agencies and further improve coordinated outreach activities. To accomplish this goal, Phase II training will include the following:

- ❖ Engaging more partners in the business planning process, including economic development and education;
- ❖ Improving coordinated marketing activities and communication among partners;
- ❖ Building a service mix that appeals to the local business community;
- ❖ Improving service delivery by improving procedures and protocols for business services;
- ❖ Increasing accountability by establishing measures of success; and
- ❖ Establishing a continuous improvement process.

- **Partnering to Address TANF Reauthorization (Career Assistance Program)**

DWD worked closely with the Family Support Division (FSD), LWIBs and program operators to implement changes in the employment and training services provided as part of the recently reauthorized Temporary Assistance for Needy Families (TANF) program. TANF provides cash assistance and workforce services to low-income families. This

program was recently amended as a part of the Budget Reconciliation Act of 2006, necessitating many changes in policies, service protocols, and case management software reconfigurations.

In the new TANF program, several components were changed or clarified. For example, in the original legislation, the 12 allowable work and work-related activities in which TANF recipients can participate were not federally defined, but left up to the states to define. The reauthorized program does define these activities, to which states must adhere or face penalties. The reauthorization also mandates that 50% of all single-parent households and 90% of all two-parent households receiving TANF benefits must be in an allowable activity 20 or more hours per week. DWD and its subcontractors provide the employment and training services to the TANF population in Missouri through our Career Assistance Program (CAP), which had to be revised somewhat to accommodate these changes.

DWD is working closely with FSD and Missouri CAP providers to develop strategies and procedures that will allow Missouri to assist more people with a better mix of employment services.

Strategies that are being considered include:

- ❖ Immediate engagement, wherein participation with CAP is a factor of eligibility for cash benefits;
- ❖ Incremental sanction process which is imposed when a recipient refuses to cooperate with the employment and training requirements of TANF; and
- ❖ Community Work Experience which allows participants to meet their work requirement, acquire job skills and recent work experience, network with potential employers, and contribute valuable services to their communities.

Partnerships have been the key in maintaining quality services for Missouri's customer base through this significant legislative change.

- **Partnering to Improve Services to Individuals with Disabilities (Disability Navigator Program)**

The purpose of the Disability Navigator Program is to increase the employment rate of individuals with disabilities by enhancing the service delivery capacity within Missouri's One-Stop Career Centers. Each of Missouri's 14 LWIBs has procured the services of a local community rehabilitation agency or independent living center to hire a Disability Navigator. The Navigator is housed in the Career Center and helps to provide improved access to services and work supports that help individuals successfully enter or reenter the workforce. As a change agent, the Navigator will assure that all partner workforce staff has the training, knowledge and skills necessary to effectively serve all people with disabilities. He or she will also provide outreach to the disability and business communities, building business partnerships and demonstrating the economic benefits of hiring people with disabilities. In order to sustain the role of the Navigator in the Missouri Career Center beyond the two-year grant funding period, the Navigator is being embedded in community rehab agency

operations and will be institutionalized in the One-Stop Chartering and Continuous Improvement Review processes.

In addition to the items mentioned above, the Navigator will: 1) provide a vital link to the resources that are required by job seekers with disabilities in order to become successfully employed; 2) provide program linkages to federal, state and local disability resources and programs for workforce staff and their customers so that staff can provide improved workforce services to these customers; and, 3) enhance the ability of workforce staff to serve people with disabilities while providing disability-related resources and information to the business customer, as well. A total of 16 Navigator positions will be made available, and they will participate as members of the local business services teams.

- **Local Workforce Investment Board (LWIB) Benchmarking**

In 2006, DWD, in partnership with MTEC and four LWIBs, released the report *Benchmarking Workforce Investment Boards: Critical Success Factors*. The report, prepared by the Corporation for a Skilled Workforce, is the result of a study by DWD, MTEC, and the Central, Southwest, Northwest, and Kansas City and Vicinity Local Workforce Investment Boards, and contains information on exemplary workforce boards around the United States. The report, which can be found on DWD's website, www.ded.mo.gov/wfd, outlines several Critical Success Factors that were shared by boards that make a difference in their respective areas. These outstanding boards moved far beyond program operations and had distinct talent development roles in their communities. DWD is utilizing these report findings to improve the quality of Missouri's local boards by adjusting the incentive policy to stimulate innovation and providing technical assistance and professional development curriculum to LWIB staff and members.

- **DWD Reorganization**

The retooling of workforce solutions also requires a retooling of staff. Just as the private sector looks to internal human capital to increase business productivity and competitiveness, the public workforce system must insure that its human capital assets are deployed in the most effective fashion.

In 2007, DWD implemented a reorganization to bring the organization to a better position to respond to current realities. One of the most significant changes is the transformation from siloed program management to integrated functional management. It is anticipated that this new model will make for much more efficient workflows at the state and local levels, emphasizing service delivery over program eligibility, and resulting in increased productivity in moving workforce customers to work sooner.

Another significant change is the transfer of the State's Rapid Response Unit from being housed with "adult programs" to the Business & Industry Services Unit. The move has made a more direct connection between those programs that work with business attraction and business retention. In addition to Rapid Response, the Business & Industry Services Unit houses the programmatic oversight of the workforce systems marketing arm (the business

representatives), the Work Opportunity Tax Credit (WOTC), Foreign Labor Certification, the Missouri Employer Committee, the business-related Skilled Workforce Initiative, and the state-funded Industry Training and Incentive Programs. The change has already resulted in the inclusion of labor availability used as an incentive by the Department of Economic Development's sales staff for business attraction purposes. This connection was easy to make since the Industry Training Programs were already included as incentives for the state's economic development efforts.

Reorganization highlights include:

- ❖ Integrating financial and programmatic monitoring into one unit so that comprehensive continuous improvement and quality assurance processes are implemented;
- ❖ Centralizing grants, contracts and procurement to ensure compliance and consistency throughout DWD as it relates to federal and state regulations;
- ❖ Centralizing training and technical assistance across DWD to ensure that staff and partner training is relevant, timely and consistent;
- ❖ Creating dedicated performance management team (JOBSTAT) unit to emphasize the integration of program accountability measures (employment, retention and earnings) across multiple programs;
- ❖ Centralizing policy development and issuance process to ensure fair, consistent manner in the way workforce issuances are handled throughout DWD;
- ❖ Reshaping the Business and Industry Services unit to embed demand-driven culture within DWD.
- ❖ Eliminating the Regional Manager classification through attrition (retirements and transfer of incumbents into existing vacant Supervisory positions). This will save approximately \$1 million in salary and fringe costs in the long run. Local Workforce Board One-Stop operators will provide functional oversight to all employment and training programs at the local level.

• **Partnering to Serve Ex-Offenders (Missouri Reentry Process)**

The Missouri Reentry Process (MRP) includes a solid partnership between DWD and the Missouri Department of Corrections (DOC). Employment is a key factor that helps to prevent recidivism with ex-offenders, and this partnership works to assist people who are exiting from Transitional Housing Units (THU). Through this partnership, people who are preparing for release from THUs are offered an opportunity to connect with workforce services through Missouri Career Centers. These job seekers work with THU staff to become registered for labor exchange services through GreatHires.org, allowing ex-offenders to obtain insights about the job market. The partnership allows ex-offenders to begin transitioning to productive, self-sufficient citizens immediately upon release. As part of the process, DWD's staff coordinate post-release assistance by working with the Division of Probation and Parole to ensure that these job seekers remain connected with workforce services. Approximately 18,000 ex-offenders are released each year, 80% of which go through THUs. According to DOC, DWD should expect 60% to 80% of these people to seek services from Missouri Career Centers' Comprehensive MRP training provided by DWD's

Career Center, Probation and Parole, and THU staff. This project has made the partnership between the state agencies stronger, and the processes to get ex-offenders to work greatly improved.

DOC is one of the only agencies in the nation where staff and inmates develop a Transition Accountability Plan at the beginning of incarceration to assign key mentors and identify goals in preparation for release. During the final months of incarceration, the offender is assigned to a Transitional Housing Unit (THU) which provides concentrated release preparation services providing a crucial link to immediate sources of assistance within the community—including services available through the public workforce system. Presently, 80% of all Missouri's releases are now going through this new workforce initiative, with all 11 THUs having had Career Center 101 training and are actively partnering with workforce staff around the state. Since employment is the foundation for preventing recidivism, it is especially auspicious that we are a key partner.

- **Partnering to Better Serve UI Claimants (Reemployment Services)**

Through a partnership between the Division of Employment Security (DES), DWD, and LWIBs, strategies have been developed to allow more Unemployment Insurance (UI) claimants to access re-employment services sooner, to lead them to suitable employment and reduce UI claim duration. A first step for this initiative was to expand the number of UI four-week reporting locations available, and implement changes to the worker profiling program to identify and serve more UI claimants with a higher likelihood of exhausting benefits. In addition, system changes were made to provide workforce professionals with a “duration indicator” on each four-week reporter to help determine how claimants are progressing with job search and to refer claimants to intensive services. Other system changes included activation of the toolbox “no-show” button to alert DES about people who did not attend a planned orientation. Because this is real time information, it improves overpayment, and reduces problems for customers in the long run.

The UI Reemployment partnership also worked with the Missouri Economic Research and Information Center (MERIC), to develop new job spidering technology on DWD's GreatHires.org, which allows UI claimant access to expanded labor market information and a gateway to thousands of jobs from a variety of online job banks. In addition, DES is working with DWD to implement O*NET SOC Auto-coder software to improve the work search registration process;

These and other combined efforts are resulting in improved services to the UI claimant, thus reducing the duration of the claim. The most recent USDOL data for the 12 months ending March 31, 2007, shows Missouri with an average claim duration of 13.9 weeks. This performance tops the national average for the same period, which was 15.1 weeks, and was also better than Missouri's performance for calendar year 2006, 14.6 weeks, calendar year 2005, 15.4 weeks, and calendar year 2004, 15.5 weeks.

IV. Vision for Serving Youth Most in Need

Missouri is committed to delivering Youth Services under the Workforce Investment Act (WIA) Strategic Youth Vision (SYV). Our workforce investment system realizes that youth, including out-of-school, Native American, youth with disabilities and those most at risk of dropping out of school, are needed for high demand occupations in the 21st Century.

In an effort to realize the SYV, Missouri will focus on the following areas:

- **Focus on Alternative Education**

Missouri has contracts with the Department of Elementary and Secondary Education, who provides educational services to economically disadvantaged in-school youth, high school dropouts and out-of-school youth with basic skills deficiencies and learning disabilities. In support of the *No Child Left Behind Act*, DWD will identify alternative education programs through “mapping” and make referrals through the workforce system. Alternative education institutions will work through the One-Stop Career Center system to access information on local training programs, public career information, local labor markets and state workforce information.

- **Meeting Demands of Business**

As mentioned briefly earlier in this plan, it is critical for youth to obtain the skills needed by businesses to be successful in the 21st Century. Through a contract with local workforce investment areas and local school districts, Missouri has implemented 23 Jobs for Missouri Graduates (JMG) sites. JMG, an affiliate of Jobs for America’s Graduates (JAG), will serve approximately 800 in-school and out-of-school students this school year. The JAG Mission is to deliver a unique set of services to at-risk and disadvantaged youth in high school and out-of-school youth, which will result in the graduate pursuing a post-secondary education and/or entering the workforce in a quality job leading to a career with an emphasis in math and science occupations.

Missouri is preparing to require strong connection/coordination with local “Skills Gap” work done recently to ensure connection to growth occupations in each region, but, more specifically, we will require direct connection to the local MAHEC (Missouri Area Health Education Centers). The mission of MAHEC is to enhance access to quality health care, particularly primary and preventive care, by improving the supply and distribution of health care professionals through community/academic educational partnerships. MAHEC Youth Programs are designed to expose students to the world of health care, educate students on opportunities, and foster interest in the health care field. In support of the MAHEC Mission and Vision statement, health career orientations and day camps are provided to middle school students, while more intensive one-on-one programming is offered for high school and undergraduate students.

- **Focus on the Neediest Youth**

The White House Task Force on Disadvantaged Youth has identified youth in foster care (particularly those aging out of foster care), youth in the Juvenile Justice system, homeless and run-away youth, children of incarcerated parents, migrant youth, Indian and Native American youth, and youth with disabilities as those most in need of services. Disability Program Navigators (See Priority III, page 21), where available, will serve as resources in facilitating the transition of in-school or out-of-school youth with disabilities. Missouri has formed a work group to include DWD, the Division of Youth Services, the Department of Public Safety, Department of Social Services/Children's Division, and the Department of Elementary and Secondary Education to address job readiness and educational preparedness for youth most in need. The work group met with a representative from the Governor's Office to discuss our initiative. The goal is to establish a interagency youth work group to include state agencies representing the "neediest group."

- **Focus on Improved Performance**

Missouri has formed a "JOBSTAT" (See ETA Priority VIII, page 30) team of state and local workforce professionals to improve performance, accountability and results for employment, retention, earnings and work participation. The goal of the 'JOBSTAT' system is to provide a reporting mechanism to generate proactive reports which will give local regions the opportunity to identify and resolve issues and move proactively toward continuous improvement on performance. The JMG program will complete co-enrollment of WIA eligible participants when it is in the best interest of the WIA participant and would potentially result in positive outcomes for local and state performance. Missouri was granted a waiver of prohibition on the ITA for older and out-of-school youth. This waiver will give local workforce investment regions flexibility which will enhance the delivery of occupational skills training with out delay. Finally, DWD staff will conduct desk-top monitoring to determine the quality of services and provide technical assistance, as needed, in an effort to improve services and performance outcomes.

V. Increased Economic and Workforce Information Data Integration and Analysis

- **Missouri JobCrawler with Real-Time Workforce Intelligence (WI)**

The Missouri JobCrawler site is a powerful online employment search tool and Real Time Workforce Intelligence (WI) delivery system. A collaborative effort between DWD and the Missouri Economic Research and Information Center (MERIC), it serves as a WI delivery system by fully integrating labor market/economic data to inform employers' hiring decisions and job seekers' searches for appropriate career and training opportunities. Utilizing this new application, employers can easily conduct valuable research to better plan for today's labor force opportunities and challenging business climate. The monthly Missouri Real-Time WI feature allows monthly reporting based on the job orders "spidered" (i.e., procured from other job search systems) through the JobCrawler system. The Real-Time WI reports contain data on aggregated counts of job postings by occupational group, wage, educational attainment, industry, and employer on a county and/or regional basis to allow ad hoc reporting. This Real-Time data allows job seekers, workforce professionals, and employers to have the most up-to-date information about job openings in Missouri. This

is due to a feature of the JobCrawler that has immediate access to detailed information on thousands of jobs from a variety of online job banks, corporate web sites, regional hospitals, local newspapers, and government sites.

Currently, the Real-Time WI feature is being used as part of a website developed to assist workers affected by the latest round of Base Realignment and Closures (BRAC) in Missouri. The BRAC web portal (www.brac.ded.mo.gov) provides the latest news and information about state and national services designed to assist affected workers in the process of gaining re-employment. Three lab sites are being piloted with JobCrawler at Career Centers in the St. Louis, Kansas City, and Springfield areas. Statewide implementation is planned for the near future.

- **Statewide Job Vacancy Surveys**

The Missouri Job Vacancy Survey (JVS) is the result of a collaborative effort between MERIC and the Public Policy Research Center (PPRC) at the University of Missouri-St. Louis for DWD. The results of the JVS will be published in a web-based application that provides information about current job vacancies for workers in each Workforce Investment Area in Missouri.

The survey data includes estimated job vacancies by industry and occupation, along with information about the reported occupations including wages, education, desired years of experience, and benefits. The survey also includes detailed data about necessary skills, math and reading level requirements, and required/desired personal attributes. This information is designed to give job seekers data about vacant positions in their region as well as data about wages and benefits offered with those positions.

Missouri employers undergoing business decisions on job retention, layoffs, complete closures, dealing with new parent companies/reorganization and those considering new investments/expansions are also an enormous consumer of the job vacancy-skills demand information. Often the local plant facilities are fighting just as hard at keeping jobs within the company in Missouri as those working for state and local governments.

Giving these facilities and their parent companies more systematic information on labor demand, labor availability and skills in their area is a tremendous layoff aversion tool. This information delivered through the early warning networks and DWD's Business Representatives will move JVS data from only a job seeker tool to a proactive and aggressive layoff aversion strategy.

- **Occupational Projections/ACT WorkKeys Skills Web Application**

Missouri is the first state in the nation to merge occupational employment projections data with ACT's WorkKeys job skills data (See MoCRC ETA Priority II, page 14). A web-based application currently under development will highlight the merged skills and projections data on the MERIC site. Missourians can use the data to determine which skills are needed in

high-growth jobs throughout the state and then further explore other detailed career information in their region such as wages, related occupations, education/training programs, and top employing industries.

The merged database consists of statewide 2002-2012 occupational employment projections created by MERIC and ACT's WorkKeys job skill assessment system. WorkKeys has been used by thousands of employers, educators and workforce developers to hire skilled workers, determine the skills needed in specific jobs, and build the skills of the workforce.

The projections data estimates employment numbers for more than 700 occupations and projects the level of growth or decline in employment over the next ten years. Occupational employment projections data are used by employers, job seekers, training providers, and workforce developers to gauge future employment demand. WorkKeys is used to identify job seekers' levels in three skills necessary for most jobs: Reading for Information, Locating Information and Applied Mathematics.

Missouri job seekers can now use ACT's substantial WorkKeys database to determine the occupations for which they are most qualified, while also discovering which careers have the highest potential for growth in the coming years. ACT's skill level data represents the analysis of more than 13,000 jobs across the country.

VI. Effective Utilization of Faith-Based and Community-Based Organizations

- **SHARE Network**

DWD launched the USDOL SHARE Network (Sharing How Access to Resources Empowers) initiative this year to improve the effectiveness of Missouri's 40+ Career Centers by partnering with community and faith-based organizations, service providers, and government agencies to collaboratively deliver employment and training services. The community and faith-based organizations (such as food pantries and churches) serving as access points are already engaging this underserved population and fulfilling their existing missions. Under the SHARE Network initiative, Missouri Career Center staff train access point volunteers on how to use DWD's job-matching system (GreatHires.org) and also inform participants on the services offered by Missouri Career Centers. There is an on-line resource directory available for easy referral to Missouri Career Centers and other human service organizations as well.

The SHARE Network consists of two main components: a free web-based resource directory and neighborhood access points. Any organization that has a mission that includes helping people overcome barriers to employment can visit the web site and register. The SHARE Network Access Points are located in economically distressed neighborhoods. Job seekers can visit a neighborhood access point and find trained volunteers who will help them find a job.

Currently, eight Local Workforce Investment Boards are working to establish at least two Access Points in each of their respective areas. As the program expands in 2007, it is expected that additional access points will be added to all workforce regions.

The following information has been inserted to address the two items required by the Center for Faith-Based and Community Initiatives for this plan modification:

1) A contact person has been named that will: a) ensure state staff and organizations receiving DOL financial assistance complete upcoming web-based training on federal "equal treatment" regulations; and b) be responsible for changing policies and practices to make certain Missouri is complying with federal "equal treatment" regulations. This contact person will be Juanita Davis-Reynolds, Equal Opportunity Officer, Division of Workforce Development, 421 East Dunklin Street, P.O. Box 1087, Jefferson City, MO 65102-1087, (573)751-2428 or by e-mail at juanita.reynolds@ded.mo.gov.

2) New measurable activity or key practice DWD will implement in the next two years is to increase participation in Missouri's SHARE Network. The state will contact state-level faith and community-based organizations. DWD's intent is to encourage these organizations to register in the SHARE Network Resource Directory (if appropriate at their state level) and to inform their counterparts at the local level (counties) throughout the state about the network. This strategy will ensure that these organizations are given the same, consistent message about the benefits of the SHARE Network, and will complement the LWIBs' efforts of contacting these same organizations, but at the local level. DWD anticipates contacting these organizations periodically, particularly when notified of additional organizations that may be interested in the SHARE Network.

VII. Increased Use of Flexibility Provisions in WIA

• Waivers

Instead of waiting for WIA reauthorization to pass, DWD has been proactively addressing Missouri's economic needs by pursuing flexibility available under waiver provisions in WIA. Governor Blunt requested 11 waiver requests this past program year and nine were approved. These waivers provide many of the tools needed to ensure our customers, both employers and job seekers, succeed in this competitive global market. Through these waivers, Missouri will continue to provide improved, innovative and adaptable solutions to the needs of business and industry. Missouri is requesting a two-year extension for the following approved waivers that DWD has been awarded since the inception of WIA:

1. Deobligation/Reobligation Policy;
2. Utilization of up to 10% local area funds to be used for statewide activities;
3. Approved increase from 20% to 100% transfer between Adult & Dislocated Worker funds;

4. Allowing Individual Training Accounts for Older Youth;
5. Permitting a competitive bid option for Eligible Providers of Youth Activities;
6. Allowing local areas to provide the ten youth program elements as options available to youth participants;
7. Allowing local areas to provide 12 month follow-up as an option, based on the circumstances of the customer;
8. Allowing the Governor to utilize 25% of WIA Dislocated Worker/Rapid Response Funds as Statewide Activity Funds (NOTE: This waiver will be requested at 100% - see Attachment 6);
9. Minimizing data capture requirements (IWT);
11. Increasing OJT Employer Reimbursement to 75% for Small Businesses;
12. Permitting capitalization of small business in concert with Entrepreneurial or Micro Enterprise Training (up to \$5,000)

DOL's approval of these waivers for Missouri has made a huge impact on the workforce system and in particular for the SWI. Two of the waivers have assisted in successfully initiating two projects: the Incumbent Worker and the Micro Enterprise projects.

The State of Missouri will be requesting these same waivers for Program Years 2007 and 2008, except for Waiver # 8 listed above. DWD is including a revised waiver request for Waiver #8, which is requesting WIA Dislocated Worker funds to be used as Statewide Activity funds from the previously approved 25%, up to 100%.

DWD will be requesting an extension for these waivers through June 30, 2009. See Attachment 5.

VIII. An Integrated and Enhanced Performance Accountability System that Provides Improved System Results

- **JOBSTAT**

DWD is implementing a new performance management protocol called JOBSTAT which will bring state and local experts together quarterly to proactively identify performance issues and ways to resolve them, moving the system proactively toward continuous improvement. JOBSTAT will make "workforce intelligence" valuable, accessible and understandable; but more importantly, will provide a process for performance issue detection and intervention throughout the program year. DWD has formed a JOBSTAT Team composed of state and local performance experts.

The efforts of the JOBSTAT Team will also inform revisions in the workforce case management system. As we move toward a new system, we can glean much information from the existing system in better ways, use that information to begin positive change and identify new, better and more informative needs for a new system. Missouri's vision is that JOBSTAT will focus workforce intelligence toward our goals of employment, retention, earnings and work participation.

- **Toolbox Case Management Redesign**

As Missouri's workforce investment system has moved toward integration, the existing case management and reporting system has lost efficiency. The Toolbox system was designed for the implementation of the Workforce Investment Act Title I in 1999 and, since that time, many programs and services have been added. Missouri has found that adding programs has diminished the efficiency of the system because it is not fully integrated; it is merely comprehensive in a "siloe" fashion.

DWD took on the monumental task of designing its own comprehensive, service-focused system, but was unable to complete the task to DWD's satisfaction. Since July 2006, DWD has undertaken an investigative process to locate an existing system that will accommodate the needs of service-based, integrated and comprehensive case management and reporting.

The new system has been selected and will be modified and implemented during the October to December 2007 timeline. It will be designed so that Missouri can modify it to meet its needs, continue to adjust it as efforts at integration mature and provide a reporting structure to complement the needs of JOBSTAT.

- **One-Stop Career Center Performance Measures**

DWD has released on-line Career Center reports for the Wagner-Peyser program. These reports allow a Region to evaluate performance "distribution" across all centers within the region to begin learning from one another. The focus is to determine if a particular center is showing performance that is significantly lower (or higher) than other centers within a region or performance that is significantly lower (or higher) than the region's negotiated level.

As a newly designed case management system is implemented, these reports will be expanded to show unduplicated performance (across all programs at a center) on the core measures of entered employment, retention, earnings average and TANF work participation. These reports will serve as the foundation of JOBSTAT workforce intelligence discovery and conversation toward continuous improvement. Continued design will allow regions to also see performance at the program level, to determine if a particular program is influencing performance more strongly than any other, and open up conversations that will lead to improvement.

Likewise, combining these performance reports with market penetration and cycle time reports will influence future delivery design as well as marketing efforts for each region. As regions develop strategies to improve, DWD will assist in gathering those "best practices" to influence change throughout Missouri.

- **New Performance Negotiations Process**

DWD took a very proactive approach to local performance negotiations for Program Year 2007. Beginning in February 2007, DWD provided significant local labor market data to each local region along with historical data that showed past performance, economic trends, population shifts and education predictors (among many other datasets).

During March, each LWIB Director and their program performance reporting support staff and teams met with the Division Director and the State Performance Team to discuss the results of this data-mining exercise and began to negotiate Program Year '07 local performance goals. Utilizing various formulas and prediction models, each region provided its proposed performance on each of the 15 WIA measures and the three Wagner-Peyser measures. DWD also provided its assumptions about what the region was capable of achieving. After lengthy conversation about each measure, how the history was impacted by recent economic trends, what each region could “aspire to,” reasonable performance expectations were agreed to for all measures in all 14 local workforce investment areas.

As the regions’ agreed-upon targets were assembled into a statewide aggregate, DWD is now poised to negotiate with the USDOL Regional Office, with supportive evidence showing the true capability of the combined areas for performance goals in Program Year ‘07. The extent of the research, the depth of the data and the open, honest conversations has lead to a productive negotiations process.

- **Electronic Triage System**

In order to better serve jobseeker customers, DWD is developing front end software that will provide an electronic triage and acquaint those customers with the range of services available through the One-Stop Career Center system. By initially responding to a small number of questions, the customer will be routed to the services best suited to address their barriers to employment and speed their acquisition of sustained employment. This approach allows Missouri Career Center staff to proactively move job seekers from resource room services to value added skill development solutions. By automating this process electronically, data acquired can be saved and made available to managers concerned with tailoring staffing and services to customer needs.

The State of Missouri's
Strategic Plan
for Title I of the Workforce Investment Act
and the
Wagner-Peyser Act
(July 1, 2007 – June 30, 2008)

I. STATE VISION

Describe the Governor's vision for a statewide workforce investment system. Provide a summary articulating the Governor's vision for utilizing the resources of the workforce system in support of the state's economic development that addresses the issues and questions below. States are encouraged to attach more detailed documents to expand upon any aspect of the summary response, if available. (s112(a) and (b)(4)(A-C))

Governor Matt Blunt's vision for the State of Missouri's workforce investment system is to provide a positive environment for new and existing businesses to thrive in a transitional and increasingly global economy that is decidedly different from the economies of its rich history. In previous transformations, Missouri was able to capitalize on the advantages of its central location and the work ethic of its people. It must now capitalize on its educational advantages and the smart work of its people. To accomplish this, the Governor is committed to building a world-class education and training continuum that values lifelong learning and its impact on providing a highly-skilled workforce for businesses who provide family supporting jobs for Missourians. Missouri workforce investment system, or talent development system as Missouri refers to it, plays a critical role in achieving this vision by phasing out old employment and training and creating a 21st Century Talent Acquisition and Development System (See Attachment 1).

Additionally, the state board, through its policies, will provide an environment that is conducive to achieving the Governor's vision at the local level, where talent development is fostered and system performance is actually measured.

To meet the U.S. Department of Labor's (USDOL) planning expectations for integration and service delivery strategies, the following approaches are or will be utilized by the state's talent development system:

- The state is retooling its One-Stop Career Centers to be more relevant in a skills first economy by implementing a number of new skill development tools.
- The state is currently re-designing its case management system to be more service-focused, rather than program-focused.
- The state will develop more collaborative partnerships to move toward more integrated service delivery. Through One-Stop Chartering and Integrated Functional Management, the Missouri Career Centers will become more focused on customer service.

- The state has implemented the Skilled Workforce Initiative, a competitive process for awarding Governor’s Discretionary Funding. This initiative values strategic alliances within regional economies and the networking of talent development with other regional assets to drive economic development.
- The state ensures that every customer is given access to all eligible services.
- The state ensures that business services are fully integrated into the talent development system through collaboration with the Department of Economic Development and DWD’s business representatives, who are located at the One-Stop Centers.
- The state has equipped every full-service One-Stop Center with assistive equipment and technology, as well as access to foreign language interpreters to ensure that all services are made available to all populations.

A. *What are the state’s economic development goals for attracting, retaining and growing business and industry with the state? (s112(a) and (b)(4)(A-C))*

The State of Missouri’s economic development goals are to encourage more entrepreneurship, promote a business-friendly environment for new business, and to create better jobs. Under Governor Matt Blunt’s leadership, the legislature approved the Missouri Quality Jobs Act, which gives incentives to both new and existing businesses that create quality, family-supporting jobs in the state. These jobs must be at or above the average wage in their respective county and certain benefits, such as access to healthcare, must be offered. In order to provide the greatest impact, Quality Jobs is divided into three separate programs: the Small Business and Expanding Business Program; the Technology Program; and the High Impact Projects Program.

While DWD is proud of Missouri’s highly diverse economy, DWD is also committed to building the state’s future economic foundation on high-technology industries, specifically Agribusiness, Automotive, Defense/Homeland Security, Energy, Finance, Information Technology, Life Sciences, and Transportation/Logistics. The Missouri Department of Economic Development has identified these eight “Industry Clusters” for targeting based on research provided by the Missouri Economic Research and Information Center (MERIC), existing initiatives, industry strength, and future growth potential.

By identifying targeted industries using a common definition (discussed further below), a framework is created allowing multiple agencies, organizations, and policy makers to work together using unified concepts. With a consistent cluster definition, information can be provided on regional employment concentrations, staffing patterns, employers, and leading firms. Issues can then be addressed in a coordinated fashion for strengthening target industries with regards to skills, education, recruitment, and incentives. Specifically, skill gaps of a local workforce in these clusters can be identified, providing specific guidance for the development of skill-building services.

Continuing with the Governor's focus to promote a more entrepreneurial and business-friendly culture, DWD implemented the Skilled Workforce Initiative (SWI) in Program Year 2006. The 2006 SWI provided funding to serve over 100,000 workers and businesses in Missouri. The 2007 SWI continues the momentum established through this effort, by making \$4.5 million available to Local Workforce Investment Boards (LWIAs) that design innovative, collaborative and performance driven solutions to critical workforce challenges in industries that drive Missouri's economy.

Governor Blunt's charge to DWD was to contribute to the creation of a more competitive Missouri and to ensure that Missouri continues to have the "most skilled and productive workforce in the world." At a time when labor markets are tightening at an unprecedented rate due to economic forces, globalization, technology and innovation, this charge has led DWD to passionately and skillfully re-imagine workforce excellence. The SWI allows the pursuit of goals in a way that fosters strategic alliances between workforce, education and industry partners at the regional level, where innovation flourishes.

The 2007 SWI provides LWIAs the opportunity to compete for funding in four categories: Talent Acquisition and Development, Business Retention, Entrepreneurial Training, and One-Stop Career Center Enhancements. The Business Retention Category focuses on Business Retention and Early Warning Networks. Several LWIAs in Missouri have developed these networks, which are partnerships with workforce development, economic development, and businesses whose focus is layoff aversion.

The Business Retention Category includes an incentive for participating regions to establish Early Warning Networks which identify and target at-risk industries. Several LWIAs in Missouri have developed these networks, which are partnerships between workforce development and economic development that leverage resources for possible intervention and layoff aversion. The Entrepreneurial Training Program encourages the growth of small businesses by providing incentives to eligible individuals to start their own business.

In order to foster a more demand-driven system that supports economic growth in local regions, DWD sponsored Business Services Teams across the state. DWD sought world class technical assistance to facilitate the process. Each of the local Workforce Investment Boards formed a Business Services Team that consists of staff members from agencies within the workforce system who solely work with the business community. First initiated in 2004-2005, the Business Services Teams were charged with the creation of a business services marketing plan that outlined how that region would coordinate to best serve the business community and avoid duplication of contact and ensure seamless service delivery. In 2007, DWD revitalized the business services effort and again sought professional consultation to build upon the quality of the local teams.

The original role of the workforce system's business representatives was that of marketing DWD's labor exchange service, GreatHires, and the Missouri Career Centers. Over time, that role has evolved and has been expanded to provide a more consistent quality set of services to the business customers in their region. They now serve as human resource diagnostic experts, meeting with businesses and connecting them to the appropriate assistance depending on their individual company needs. This may include industry training, recruitment needs, assistance with tax credits, rapid response services or even access to information on transportation or permitting issues. In this enhanced role, the business representatives are better informed about the industry demands for a well-prepared workforce.

New goals for the Business Services Teams include:

- increasing the number of partner agencies involved to integrate economic development and the community college system;
- continuing to shift the workforce system's business services to a more demand-driven model;
- improving coordinated business outreach activities; and
- improving service delivery, expanding and strengthening the current statewide single point of contact network of business services marketing activities, and using a model that defines each partner agency's role and responsibilities to include a menu of services and corresponding delivery of service strategies

Finally, Missouri has a long-standing tradition in its commitment to economic development through its state-funded Industry Training Programs. The state's Industry Training Programs target growth industries that are creating new jobs or maintaining existing jobs and are often key components within the state's economic development incentive efforts.

Also in Program Year 2006, Missouri partnered with Kansas and was awarded a Bi-State Workforce Innovation in Regional Economic Development (WIRED) grant in the amount of \$15 million. The OneKC initiative is a dynamic, innovative, robust and entrepreneurial partnership strategically designed to drive a significant economic and workforce development transformation within the greater Kansas City region. The OneKC initiative bridges the Kansas City MSA – covering 18 counties in Missouri and Kansas – to address a systemic change in the design, implementation and evaluation of comprehensive economic and workforce development activity. The OneKC initiative's mission is targeted to address the needs of employers, build long-term sustainable capacity enhancement, develop pipelines of new workers from underrepresented and dislocated worker populations, and provide economic development and job opportunities that enhance the overall prosperity of the area. The OneKC initiative will take current systems and structures supporting the key growth sectors – manufacturing, biotechnology and healthcare – to the next level by implementing new efforts to integrate an e³ connection of employer-education-economic development for long-term, regional growth.

Finally, in February 2006, Governor Matt Blunt announced the hiring of eight Industry Specialists to help spur job growth and strengthen Missouri's economy. The Specialists will work directly with newly created *Industry Councils* comprised of 10-12 CEO's from each of the eight defined industries listed above where Missouri shows a competitive advantage. The CEO's will actively participate in the creation of strategic plans intended to direct growth in each of the respective industry sectors. The documents will serve as the work plans for the Industry Specialists. These Industry Specialists will be seeking out development and expansion opportunities as well as looking for businesses in related fields to form relationships with companies already located in Missouri in their respective fields.

The alignment of education and workforce program offerings with the future talent development needs of the targeted industry clusters is important for the Industry Councils to be effective. These resources will be used to bring together the appropriate state and local individuals to conduct competency model planning to identify and address gaps in foundational, academic, industry and occupational specific skills within the eight targeted industry clusters.

- B. *Given that a skilled workforce is a key to the economic success of every business, what is the Governor's vision for maximizing and leveraging the broad array of federal and state resources available for workforce investment flowing through the state's cabinet agencies and/or education agencies in order to ensure a skilled workforce for the state's business and industry? (s112(a) and (b)(4)(A-C))*

Leveraging Community Development Block Grant funds for WIRED regions

The Missouri Department of Economic Development offers Community Development Block Grant Program (CDBG) grants to small Missouri communities to improve local facilities, address critical health and safety concerns, and develop a greater capacity for growth. The program funds projects that can range from housing and street repairs to industrial loans and job training. As a result of USDOL's WIRED initiative, the Department is in the process of amending its CDBG plan with the US Department of Housing and Urban Development to give preference points to CDBG applications that support WIRED activity in any federal WIRED region located in Missouri.

Maximizing and Leveraging Resources for Youth Development

The Missouri Training and Employment Council (MTEC) develops recommendations regarding the improvement of the state's employment and job training services delivery network. The board consists of 30 members appointed by the Governor with advice and consent of the Senate. Members represent business, industry and agriculture, and state agencies and organizations. These groups share a vision of creating a talent development system that will link at-risk and neediest youth with educational opportunities and the world of work.

Youth Councils work in partnership with local WIBs to become the local planning body for youth development. Members collaborate with agencies, including educational institutions, alternative schools, Division of Youth Services and Family Support Division who can help make that connection with the neediest youth population.

DWD will explore other states that have proven state youth councils to collect information regarding promising practices for establishing a state youth council. This will be done in anticipation of MTEC forming a state youth council in the future.

Governor Blunt is committed to effectively and efficiently utilizing resources available for optimal performance outcomes through several new initiatives. For 2007, strategic alliances and leveraged funds from these alliances will be critical to the strength of the applications. Meaningful planning and engagement activities with business and industry, economic development and trade associations, labor; PreK-20 educational institutions, social and work support providers, mandatory WIA One-Stop partners, and other government and civic leaders are required.

Maximizing and Leveraging Resources for Economic Growth

The state-funded Industry Training Programs target growth industries that are creating new jobs or maintaining existing jobs and are often key components within the state's economic development incentive efforts.

Governor Blunt's Executive Order 06-35 established the Interdepartmental Coordination Council for Job Creation and Economic Growth. This Council's overall charge is to "better coordinate the state's efforts of creating jobs and supporting economic growth." State agencies that serve are: Agriculture, Conservation, Economic Development, Elementary and Secondary Education, Higher Education, Labor and Industrial Relations, Natural Resources, Revenue, and Transportation. The Chairperson for the Council is the Director of the Department of Economic Development.

Maximizing and Leveraging Resources for Serving Ex-Offenders

In September 2005, Governor Matt Blunt signed Executive Order 05-33 directing the Department of Corrections to lead a permanent interagency steering team for the Missouri Reentry Process. Eight state agencies, including the Department of Economic Development's Division of Workforce Development, have partnered to strengthen offender reentry practices. The DWD provides case management services to job seekers and prepares the offender for re-employment. In addition DWD markets this initiative to business customers to make them aware of this untapped population of jobseekers.

As a part of Executive Order 05-33, the Department of Corrections (DOC) has partnered with the DWD in order to implement the Missouri Reentry Process, an ex-offender initiative. This initiative was designed to ensure that incarcerated individuals are prepared to return to their communities and find employment

immediately upon release from prison. DWD has established a MOU with the Department of Corrections and has implemented processes to ensure the goals of this initiative are met.

Leveraging Resources for More Efficient Services to UI Claimants

The Missouri Department of Labor & Industrial Relations received a grant of \$235,762 to acquire and install Autocoder software which will assign O*NET codes to initial UI claims filers. These codes will then be transmitted to DWD and matched against current employer job vacancies. Funds are available in the grant for the DWD information technology upgrades and changes that are required for the data exchange. The amount of funds leveraged will not be known until the installation is complete in August 2007.

Leveraging New Resources through High Performance

The State of Missouri, and its eligible agencies, exceeded the state-adjusted levels of performance for WIA Title I, the state-adjusted levels of performance for WIA Title II, Adult Education and Literacy, and the performance levels established for the Carl D. Perkins Vocational and Technical Education Act of 1998. As a result of this achievement, the state was entitled to apply for incentive funds in the amount of \$1,627,297. DWD and DESE have collaborated on this application to incorporate many of the objectives.

Initiatives described in the application include: Lifelong Learning Accounts, WIRED-like regional planning, AEL Continuous Improvement, Transition to TABE and CASAS, STAR Reading Program, Missouri Connections, and other Technology Enhancements.

Maximizing and Leveraging Resources to for TANF Services

The State of Missouri established a Career Assistance Program (CAP) Work Group in 2005 to develop a stronger partnership between DWD and its CAP Service Providers. The CAP Work Group meets monthly to assist in shaping state policies, identifying additional resources, and sharing best practices. As a result of these ongoing meetings, the work group has diligently and successfully assisted the state in determining ways to increase leveraging of funding, staff, processes, and so forth. The state is now moving toward a plan of: 1) immediate engagement of TANF participants to enroll automatically into the program; 2) increased access to services supported by the state's SHARE NETWORK initiative; 3) increased co-location of Family Support Division (FSD) workers and CAP case managers; 4) increased marketing of the program to educate participants; and 5) workforce summits that would create a network of employers, non-profit organizations, faith-based organizations, etc.

These tiers of planning have become vital as federal regulation changes have eliminated the allocation of TANF bonus dollars. Additionally, as a cost savings to the state, FSD relinquished all case management duties to DWD. The state supports dual case management. A portion of the population the state serves is also obtaining

services from other agencies (non-profit, public, state, and so forth). These agencies complement and provide additional support to what CAP offers. Resources are maximized by working with these other agencies in a dual role, so that there is no redundancy of services. The state also administers other programs (for example, WIA and CAP). This is a cost saving as well, as there are staffers who work in both programs.

Leveraging New Resources for Talent Development through Partnerships

The Skilled Workforce Initiative (SWI) places an emphasis on leveraged funding for grant applications. In 2006, more than \$7.2 million was leveraged by the LWIAs against the \$7 million in SWI funds distributed. For 2007, strategic alliances and leveraged funds from these alliances will be critical to the strength of the applications. Meaningful planning and engagement activities with business and industry, economic development and trade associations, labor; PreK-20 educational institutions, social and work support providers, mandatory WIA One-Stop partners, and other government and civic leaders are required.

The OneKC WIRED initiative builds on existing efforts of the regional partnerships underway since 2003, which have successfully attracted support from state and federal government and non-governmental sources. Current and future leveraged funds to support the OneKC WIRED initiative total \$142,483,985 – a ratio of \$9.54 for every \$1 of USDOL WIRED funds. Missouri recently submitted a successful third generation WIRED application which resulted in \$6,458,275 in leveraged resources for the Commerce Corridor of Southeast Missouri.

Leveraging Resources for Community and Skill Development

The Missouri Department of Economic Development administers the Neighborhood Assistance Program (NAP) that helps not-for-profit organizations raise private-sector funds by providing partial state tax credits to businesses that make contributions to approved community improvement projects. A recent NAP grant was awarded to increase the number of Missourians with a high school diploma or GED certificate; increase the number of clients who obtain employment; and provide job readiness skill training. The program will also offer English as a second language for non-English speaking students and provide early childhood education. Through this program, businesses can donate cash, materials, supplies or other services to enhance the results for customers.

- C. *Given the continuously changing skill needs that business and industry have as a result of innovation and new technology, what is the Governor's vision for ensuring a continuum of education and training opportunities that support a skilled workforce? (s112(a) and (b)(4)(A-C))*

To ensure a continuum of education and training opportunities that support a skilled workforce, the state constantly monitors workforce intelligence to adapt its workforce strategies. The Department of Economic Development has identified eight targeted industries from which it focuses its business retention and recruitment efforts. DWD

has adapted several strategies to support training and education in these industries to maximize talent development outcomes.

As demonstrated in Attachment 1, Missouri's talent development system is communicated as a journey where jobseekers benefit from a continuum of talent solutions based on foundational, industry related, or occupation specific competencies needed to prepare customers for a career in one of Missouri's targeted industry clusters. Using the USDOL competency model for overall strategies and the WIRED framework for regional strategies, this model illustrates to customers, workforce staff, and system stakeholders the framework for providing world-class talent development services.

Recognizing that globalization, innovation, and technology are driving forces in today's economy, DWD will place an emphasis on talent development rather than job placement. Customers must first have the core occupational and applied skills needed in order to be competitive in today's job market.

Missouri P-20 Council

In June 2006, Governor Blunt signed Senate Bill 580. This legislation, sponsored by Sen. Charlie Shields, outlines a collaborative plan to ensure that the state's education and economic policy makers are working together to help Missouri students succeed. The bill established a pre-K through graduate school (P-20) Council that is charged with reducing the gaps between primary, secondary, college, graduate school and the workforce. It also calls for regular coordination among the Commissioner of Higher Education, the chair of the Coordinating Board for Higher Education, the Commissioner of Education, the president of the State Board of Education, and the director of the Department of Economic Development. The council has met numerous times and is focusing its initial efforts on improving the performance of all P-20 students in math, education, technology and science education.

Lifelong Learning Accounts

A major shift in focus in Missouri's workforce system will be its emphasis on lifelong learning. Through the OneKC WIRED initiative, one component is to develop Life Long Learning Accounts (LiLAs) for 100 participants as a demonstration project. This initiative will create 401K education savings accounts where employers match employee's contributions dollar for dollar to aid the employee in attaining additional training opportunities as well as provide the employer with an attractive retention tool for his/her current workforce.

ePortfolios - On-line Career Planning

An ePortfolio system has been created for maintaining education and skill attainment records of students in their formative years and as they progress through the education continuum. Through the Missouri Connections project, the ePortfolio assists students and adults with the tasks of career awareness, extensive career exploration, and skill assessment. Work history, educational attainment, resumes, cover letters, work samples, certifications, and skill development are all stored

electronically and web based for easy access. Parts of this ePortfolio can be released by students and adult workers to potential employers or schools and programs that provide education and training. Linking career information and individual assessments helps youth and adult career changers explore and plan for careers that will lead to jobs with high-skills, family-supporting wages and benefits, and career pathways in growth fields.

Acknowledging that this integration can support more efficient and effective investments in talent development, the workforce, education, and economic development agencies from four states in the Midwest Heartland formed strategic regional partnerships to collaborate on the design and development of statewide comprehensive online career planning systems. This model promotes system *integration* by combining into a single source: 1) career assessments, 2) career guidance information, 3) planning tools and career portfolios, and 4) an administrative database that permits the states to proactively engage in talent development strategies based on real-time information.

Missouri Career Readiness Certificate

Missouri is embarking upon a system-wide effort to promote and use its talent development tools by fully implementing a proven tool as a competency assessment to credential skills exhibited by customers, the Missouri Career Readiness Certificate. In a business partnership with ACT, Inc., using the WorkKeys assessments in key competency areas, the MoCRC will be provided in every Missouri Career Center.

In October 2005, DWD began officially issuing the MoCRC and a committee to research and develop its full implementation was formed by the state workforce board (Missouri Training and Employment Council - MTEC). Since that time more than 8,000 Career Center customers have achieved this skill credential. Through SWI funding, there are now 14 workforce investment areas involved in building this system. The MoCRC Implementation Committee and staff of MTEC have also: 1) held a regional Career Readiness Certificate conference in November 2006; and 2) held statewide Worldwide Interactive Network (WIN) remediation system training for instructors in the state Adult Education and Literacy (AEL) programs.

During the evolution of the MoCRC system, Missouri has added value to this work by incorporating the use of WIN. WIN is a computer-based, self-directed, remediation software that permits one to preview the potential content of WorkKeys tests, practice for testing, and complete remediation when scoring poorly on tests.

To deliver on the promise of talent development, the MoCRC provides an invaluable tool that significantly enhances the workforce system's ability to provide business services. For the first time, on a statewide basis, an employer may request referrals of credentialed applicants for a specific job opening.

To build on these opportunities the MoCRC implementation will include two innovative technology tools. First, the Toolbox database and customer management

system will be used to record and track assessments given to individuals, enable the reporting of customer systemic outcomes over time, as well as generate printing of certificates. Second, Toolbox data will be integrated with the new Occupational Projections web application housed in MERIC. This second feature also benefits all customers, employers, and Career Center staff by computer matching the skill levels of MoCRC examinees with the occupations that are crosswalked to those skills. Customers obtain key intelligence as to the sources of jobs; employers and Career Center staff can access the number of credentialed people by area for job openings in occupations requiring such skill levels; and Business Services staff can “sell” these new opportunities to business as a transformed and value added system product. A statewide MoCRC marketing plan has been developed to promote this valuable tool to businesses and job seekers, and is being utilized to increase awareness and demand, and provide a coordinated approach between state and local marketing efforts.

To build on regionalism and relationships to move toward a common assessment tool and process, Missouri will join the State of Kansas in the WIRED initiative to jointly implement the MoCRC in concert with a similar effort for the Kansas workforce. The OneKC WIRED Regional Workforce Council will collaborate in efforts to make the implementation as commonly grounded in this region as feasible. DWD and WIRED staff have already developed the joint outcomes reporting system to be used in this regional effort.

Math, Engineering, Technology, and Science Skill Development

Governor Blunt established a task force to investigate ways to increase interest and participation in Math, Engineering, Technology, and Science (METS) disciplines to better prepare Missourians for current and future careers. Those serving on this committee included both public and private sectors including business leaders, key faculty from institutions of higher education, and those playing a key role in state education policy. In April 2007, Governor Blunt hosted a summit on Math and Science which yielded recommendations for ways to help communicate to students how important careers in these areas are for them professionally and financially. Recognizing that this is not a partisan issue, the Governor established a new 501(c)(3) entity to concentrate on this issue.

Computer-Based Job Readiness Tools

Finally, DWD has introduced Alchemy SISTEM™ (which stands for Standard Industry Skills Training and Media) that incorporates many of the benefits of instructor-led training into a consistent, repeatable computer-based experience. Alchemy provides all Career Center customers with universal access to basic job readiness workshops while providing a core foundation for the comprehensive workshops some customers may want or need. SISTEM™ uses highly engaging, entertainment-quality digital video to teach a variety of competencies through an initial library of 38+ modules which include Basic Job Readiness modules for job seekers such as Conducting a Job Search, Resumes and Cover Letters, Interviewing Techniques, Business Etiquette, Stress of Unemployment, and others. Additionally,

the library includes topics such as an Overview of the Missouri Workforce System; an Introduction to Missouri Career Centers; WIA and Workforce System Integration Topics; The Role of WIBs and MTEC; program overviews of services; EO topics and WIA responsibility; diversity; sexual harassment and more.

Each lesson is presented by an on-screen narrator who delivers the training content (available in English and Spanish). Throughout each 15 to 20 minute module, the on-screen trainer asks questions designed to test participants' understanding as trainees using simple remote control devices with color-coded buttons to log their answers. This is a highly efficient learning medium, as supported by research that shows this type of training is equal to much longer intervals of 'traditional' training.

Virtual Career Center

To deliver a continuum of workforce services in concert with current trends toward online transactions, DWD is creating a "Virtual Career Center" called www.MissouriCareerSource.com that will have specialized sub-headings of Missouri's "suite" of workforce products. Within this web portal, job seekers will have access to current job openings (including "spidered jobs"); businesses will have access to current job seeker information; and everyone will have access to "workforce intelligence" and system resources. By connecting these resources within a single portal, DWD is creating an enhanced ability to aggregate information in the background and can move to "real-time" Labor Market Information (LMI) that can be used to show labor availability, skill needs identification, skill shortages among the workforce, and other previously unavailable data for enhanced economic development, etc. While the development of these reporting mechanisms will take considerable effort and time to accomplish, the benefits would far outweigh the necessary efforts.

- D. *What is the Governor's vision for bringing together the key players in workforce development including business and industry, economic development, education and the public workforce system to continuously identify the workforce challenges facing the state and to develop innovative strategies and solutions that effectively leverage resources to address those challenges? (s112(b)(10))*

Governor Blunt is recognized nationally for his role in convening business, civic, education, workforce and economic development stakeholders to discuss and act on critical talent development issues.

Governor Blunt served as the 2007 Chairman of the Southern Growth Policies Board. This body works to create collaborative strategies among Southern states to optimize opportunity in the region. The Board specifically plans to ensure area students are adequately trained in the subjects of math and science that are critical for their success in the global economy. In a recent report published by Southern Growth, Governor Blunt outlined the CONVENE, CONNECT, and COMMIT strategy to build a Southern workforce that is knowledgeable, entrepreneurial and innovative.

Governor Blunt is also a member of the National Governors Association (NGA) Innovation America Task Force which is promoting innovation throughout the country, to strengthen math and science skills and to align the country's higher education system with economic development demands.

Over the past two years, Governor Blunt and Kansas Governor Kathleen Sebelius have hosted annual Governors' Summits on Regional Economic Development to discuss economic development and education initiatives in the Greater Kansas City area. This work is embodied by the successful OneKC WIRED initiative which is driving significant regional economic transformation in the biotechnology, advanced manufacturing and healthcare clusters.

In addition Missouri was successful in securing a second WIRED grant for the Commerce Corridor of Southeast Missouri. This initiative will be governed by a similar regional council. A seven-member Leadership Council, co-chaired by the Southeast Missouri Economic Development Alliance and the Workforce Investment Board of Southeast Missouri, will provide the direction for all stakeholders. Other members of the council include representatives from economic development, post secondary education, elementary and secondary education, entrepreneurship, and employer groups.

As discussed in Sec. I.B., the Interdepartmental Coordination Council for Job Creation and Economic Growth were charged with coordinating the state's efforts creating jobs and supporting economic growth, specifically through:

1. Promotion of business development and marketing of Missouri products and services nationally and internationally;
2. Education of Missouri's workforce to meet the needs of employers through skills, education, customized training, and workforce development;
3. Advertising;
4. Use of tax credits and other economic incentives;
5. Economic Development related transportation projects; and
6. One-stop-shop, electronic filing of all necessary state government required information for new or expanding businesses, especially small businesses, to ease the paperwork burden on new or expanding businesses in Missouri.

The Council has convened and established tentative goals and priorities, DWD staff along with their P-20 educational partners has developed specific baseline data in order to identify specific performance goals that relate directly to advancing the workforce system in Missouri. One stated goal is for education of Missouri's workforce to meet the needs of employers through skills, education, customized training, and workforce development. This goal's objective will be to create an adequately educated and skilled workforce to meet employers' needs. The goal's performance measurement will be to increase the number of Missouri workers that meet targeted skill levels, certifications, and degrees. There will be an expectant performance measurement for annual increases in targeted skill levels, targeted

certifications and targeted degrees. Currently baseline data is being collected to further develop these expected performance attainments.

Another goal that will align talent development strategies with job creation and economic growth strategies would be the Sector Competency Work in two targeted clusters. In February 2007, Governor Matt Blunt announced the hiring of eight Industry Specialists to help spur job growth and strengthen Missouri's economy. The specialists will work directly with newly created Industry Councils comprised of approximately 12 CEOs from each of eight defined industries where Missouri shows a competitive advantage. The eight industries are: Agribusiness, Energy, Transportation/Logistics, Homeland Security-Defense, Automotive, Information Technology, Life Sciences, and Financial Services.

The CEOs will actively participate in the creation of strategic plans intended to direct growth in each of the respective industry sectors. The documents will serve as the work plan for the industry specialists. In addition, the industry specialists will seek development and expansion opportunities, as well as form beneficial relationships with Missouri businesses in related fields.

The purpose and plan will be the alignment of education and workforce programs offerings with the future talent development needs of the targeted industry clusters is important for the industry councils to be effective. Funds would be used to map current curriculum and program offerings in two industry sectors against future industry skills demand to identify gaps in functional, academic, industry, and occupational specific competencies. As a result, benefits attained will be development of strategic plans for industry clusters; alignment of education clusters and programs to industry; identification of gaps in educational offerings; and identification of occupational competencies for use by education and industry.

DWD sponsors a business organization called the Missouri Employer Committee (MEC) which has recently been revitalized. DWD took the remains from the old "JSEC" committees and updated the MEC's mission to be viable for Missouri's vision and new economy challenges. The result is a state Steering Committee that has dedicated representation from viable Missouri businesses. The Steering Committee serves as an advisory industry group to DWD, provides important feedback on workforce development services and issues, and connects with businesses from their respective local MECs to provide a pipeline of information.

One of the primary roles of each region's Business Services Team is to address workforce challenges of businesses in their region. Through participation in chamber of commerce events, economic development activities and with other industry groups, team members stay abreast of issues. The Business Services Teams' plans establish a coordinated process for marketing services and assisting businesses with workforce needs. The Business Services Teams include business contact staff from a variety of One-Stop partner agencies which helps leverage resources for businesses.

The Missouri Connections project is directly connected to the Heartland Talent Pipeline initiative proposal waiting funding consideration and decision with the USDOL. The Heartland Talent Pipeline initiative is four states in the heartland of the United States – Nebraska, Missouri, Kansas, and Iowa – propose to form a consortium which through its collaborative efforts will deliver a four-state ePortfolio virtual system to serve the career planning and job placement needs of its adult workers without fee. This development will be added and incorporated into youth ePortfolio systems already operating in those states that serve the career and educational planning needs of students from grades 5-16.

The proposed development will create a seamless virtual pipeline that connects students, workers, employers, and service agencies in each state. At one end of the pipeline, students and workers will be able to assess their interests, skills, and work-related values and identify occupations/jobs that relate to these self-characteristics; they will also learn about the labor market needs in their state and region and about specific employers. At the other end of the pipeline, employers will provide information to students and adult workers about their companies, jobs, and needed skills, and, with permission, view information about the students and adult workers who are moving through the educational and workforce systems.

This process will be aided by two powerful capabilities – the capability for adult workers to receive support for their career management from trained Career Development Facilitators available either in Workforce centers or by distance support (by e-mail or telephone) and the ongoing development of an ePortfolio from age 14 through retirement that stores the results of each individual's assessment, work history, educational attainment, resumes, cover letters, work samples, certifications, and skills. Parts of this ePortfolio can be released by students and adult workers to potential employers or schools and programs that provide education and training.

Expected benefits from this collaborative effort are significant. They include improved, more easily available, and more widespread career guidance for students and adult workers; expanded capability for employers and agencies to reach the student and adult worker populations with information and services; more cost-effective use of resources due to collaboration; the existence of a transportable system that can be customized for other states; and economic improvement due to increasing the percentage of people who pursue more education or training, the ability of employers to identify better-skilled workers, and the increase in the tax base for the four states and the region.

- E. *What is the Governor's vision for ensuring that every youth has the opportunity for developing and achieving career goals through education and workforce training, including the youth most in need of assistance, such as out-of-school youth, homeless youth, youth in foster care, youth aging out of foster care, youth offenders, children of incarcerated parents, migrant and seasonal farm-worker youth, and other youth at risk? (s112(b)(18)(A))*

Increased Resources for Schools

Governor Blunt is committed to ensuring that Missouri's students receive a world-class education and for the third year in a row secured a significant funding increase for classrooms. The new state budget includes a \$221.4 million increase to support Missouri's schools, bringing the total increase to more than half a billion dollars over the last three years.

METS Initiative

The Governor is already making progress to help address workforce demands in Missouri through initiatives focused on opportunities designed to improve the neediest youths' skills so they are better prepared for jobs in high growth industries. The Governor has supported increases in funding to support Math, Engineering, Technology and Science (METS) education programs that will engage students, offer challenging coursework and help prepare students to compete in the global economy.

Governor Blunt and Kansas Governor Sebelius worked together in the Kansas City region to secure a \$15 million grant for the OneKC WIRED Initiative, a bi-state partnership designed to make significant improvements to workforce development and economic transformation through regional collaborative partnerships.

The Governor has directed the Department of Elementary and Secondary Education (DESE) and government leaders to work with business communities to regularly promote, monitor and assess Missouri's METS curriculum in an effort to improve performance of all students beginning with early years of learning. The economic future of Missouri depends on the quality of education provided to the future workforce. It is critical that youth obtain the skills needed to succeed in the 21st Century and this demand-driven economy. Under this initiative, students will have a high level of technology expertise and skills to compete in a global economy. Technology in the classroom improves students' learning; therefore, securing these tools is essential to improve competitiveness and quality of life.

Juvenile Justice Grants

Governor Blunt has also provided nearly \$1.5 million in juvenile justice grants to community and local government agencies in Missouri. These grants will provide vital support to strengthen Missouri communities for both present and future generations. The grants will enable local agencies to reach out to at-risk teens to help them become productive members of society. Examples of these grants include:

- A machine products company in Carthage, Missouri will receive \$100,000 in tax credits for the "Learner Program." The program will allow at-risk youth at Carthage High School to earn wages and high school credits through a technical learning program. Participants are also shown the steps to get into college or qualify for jobs upon graduation.
- Big Brothers/Big Sisters, Jasper and Newton Counties, will receive \$32,174 in tax credits for Amachi, Missouri. The program addresses the needs of at-risk youth

who have parents that are incarcerated. Programs and training will focus on substance and abuse prevention, reduction of at-risk youth from committing crimes and violent acts, and individual tutoring sessions.

Jobs for Missouri's Graduates

The Governor also contracts Wagner Peyser 10% Governor's Discretionary Funds to Local Workforce Investment Boards to provide services to at-risk, disadvantaged and youth most in need of assistance through Jobs for America's Graduates (JAG), which is called Job's for Missouri's Graduates (JMG) in Missouri. The major focus is to provide youth customers, in-school or out-of-school, with classroom and work-based learning experiences that result in the skills needed for demand occupations leading to a quality job and career after graduation or completion of a General Equivalency Degree (GED). JMG uses an employer-validated, demand-driven curriculum. DWD also requires JMG sites to incorporate a METS career exploration component in the JMG curriculum. This ensures JMG students are aware of the Governor's vision for high wage, family supporting, high growth occupations.

I Can Learn

Another DWD project for youth is the "I Can Learn" Educational Learning System. Delivered through various middle and high schools in Missouri, this is a statewide demonstration project for delivering standards-based algebra and pre-algebra mathematics courses through 30 state-purchased computers. The JMG and "I Can Learn" projects ensure youth are developing and achieving career goals through education and workforce training.

Father's Support Project

The Father's Support project provides job placement, vocational referrals and parenting skills training that prepares fathers to take responsibility for their children. The program targets fathers ages 18 and older who have barriers to employment such as substance abuse and histories of long unemployment. Services are designed to increase job placement and increase job retention, enhance self-sufficiency, and promote responsible father involvement. For the current fiscal year, the project has served 34 individuals through March 31, 2007.

ProStart

Since 2006, DWD has partnered with the Missouri Restaurant Association to deliver the ProStart program. ProStart is an industry-based, school-to-career program designed to blend classroom instruction with work experience to produce future leaders in the hospitality industry. This is accomplished through on-the-job training or paid internships, coupled with a 180-360 hour dynamic and comprehensive curriculum. Students must pass Year One and Year Two exams, complete a checklist of competencies, and participate in at least 400 hours of a mentored work experience before they are awarded the industry-recognized ProStart National Certificate of Achievement.

Currently, 62 high schools in Missouri are participating in the ProStart program with approximately 1,700 students enrolled, and an expected 40% rate of certification for those completing the program by the end of 2007.

Youth Skill Shortages and Capacity Building

Through DWD's Skilled Workforce Initiative, many other projects addressed later in the plan address meeting the Governor's vision for youth. In the 2006 Skilled Workforce Initiative, one of the funded categories included Youth Skill Shortages and Capacity Building. Over \$600,000 was awarded to seven LWIAs to serve approximately 650 youth statewide.

II. STATE WORKFORCE INVESTMENT PRIORITIES

Identify the Governor's key workforce investment priorities for the state's workforce system and how each will lead to actualizing the Governor's vision for workforce and economic development. (ss111(d)(2) and 112 (a))

Governor Blunt has directed the Division of Workforce Development to ensure his vision and priorities for workforce development are carried out and that every opportunity is afforded Missouri's citizens and businesses for success in today's competitive economy.

The state will utilize workforce intelligence to adapt its strategies and ensure the needs of business and industry are addressed. Further, recognizing that regional economies are not defined by imaginary political borders, the state will encourage LWIAs to form partnerships to address regional workforce shortages. This has already been accomplished in a few regions through the Skilled Workforce Initiative (SWI).

Governor Blunt has placed an emphasis on the skill shortages in the areas of Math, Engineering, Technology, and Science (METS). DWD has partnered with local regions and the Department of Elementary and Secondary Education (DESE) to address the gap in these skills with both youth and adult workers.

The state board (MTEC) developed a series of recommendations in 2003 for long-term state priorities, which are still relevant. MTEC is pleased to report that some of these priorities have been implemented but others are in the process of being put into effect. Many of them are reliant on policies of the State Board of Education but MTEC has made recommendations to this body in the past and continues to maintain a dialogue with this body. These priorities, along with updates since the 2005-2006, plan are as follows:

- 1) Missourians must recognize, embrace, and initiate change and innovation.
 - MTEC recognizes the first recommendation as ongoing, and credits innovative approaches to workforce system delivery, like the Skilled Workforce Initiative and DWD's functional management, as significant efforts toward implementing positive change.
- 2) Percentage of citizens who are highly literate (reading, comprehension and math skills at the 11th grade level or above) must increase significantly.
 - The MO Department of Higher Education (MDHE) is working with a consortium of colleges and universities to better understand the scope and magnitude of developmental education, establish common definitions, and identify best practices with an emphasis on literacy. The Department of Elementary and Secondary Education (DESE) has on-going activities to build literacy instruction into all adult training programs. Additionally DESE is including reading and writing components in all K-16 classes. Literature shows that significant numbers of jobs that will be available in 2020 have not yet been created. An additional

approach to increasing literacy has been the state's participation in the national Adult Education Coordination and Planning (AECAP) project to increase the number of Missourians who obtain a GED through Missouri Career Centers. Governor Blunt has espoused an attitude of innovation and entrepreneurialism throughout his administration, which coincides with an environment of change.

- 3) High school graduation requirements must be more rigorous including four years of English and three years each of social studies, mathematics and science. This initiative must be linked with a more proactive policy to strengthen teacher preparedness.
 - MTEC is especially pleased that increased rigor for high school graduation requirements was adopted in 2004 by the State Board of Education as a result of MTEC's work on the High School Task Force. In October 2005, the State Board of Education approved new minimum requirements for high school graduation that apply to all of Missouri's public schools. Beginning with the class of 2010, the minimum number of credits for graduation will be 24; up from 22 credits. Students will be required to earn four units in English and three units each in the areas of math, science and social studies or 4-3-3-3. This represents a full unit in each of the four core academic areas. In addition, the new standards require a half-unit course in Personal Finance and a half-unit course in Health Education.
 - Strengthening teacher preparedness was another focus for MTEC. Under the No Child Left Behind (NCLB) Act, the MO Department of Higher Education (MDHE) administers an annual competitive grant program to improve quality K-12 teaching in those academic subject areas in high need and hard-to-staff schools. One element of the grant emphasizes the impacts of new teaching strategies on pre-service programs for the preparation of new teachers. The Department of Elementary and Secondary Education's (DESE) Career Education Mentoring Program continues to offer new and returning teachers a support system to improve instructional effectiveness within the teacher's content. In 2006, DESE hosted a forum of teacher educators to take steps toward examining the existing system of preparing teachers and ways to improve. A number of national speakers provided content for focus. MTEC supported the High Schools That Work (HSTW) curriculum for all schools; currently HSTW is optional for school districts. The curriculum is more rigorous in each of the core areas (English, math, science and social studies) which include taking college preparatory courses. The HSTW network in Missouri has expanded to over 40 schools. ACT's research shows that the same coursework is required in preparation for the workplace as for college.
- 4) High School graduation requirements must include a nationally recognized work-readiness certification.

- Although high school graduation requirements do not yet include a requirement for a nationally recognized work-readiness certification, there is now state statute that requires the Department of Elementary and Secondary Education (DESE) to create a “ready to work” certification to be available to all school districts on a voluntary basis that will guarantee those graduates who have exhibited the established skills and abilities are ready to work. MTEC has participated in the committee work to develop what DESE’s certificate will look like and encourages the adoption of the Missouri Career Readiness Certificate (MoCRC) to be used to accomplish this requirement. Until a nationally recognized certificate becomes a graduation requirement, MTEC continues to promote use of the MoCRC for high school students and for the workforce as a way to document the skills held by the state’s workforce. Implementation of the MoCRC on a statewide basis is a component of several of these 11 priorities.
- 5) All adults must be engaged in continuous learning (skills development).
- MTEC recognizes that learning never stops, especially in relation to skills development. Advances in technology continually call on the workforce to do work in new ways. In 1955, 60 percent of the jobs in the United States were held by unskilled labor. In 2005, the kinds of jobs had shifted so that 68 percent of the jobs required skilled labor. Unskilled labor had been reduced to only 12 percent of the nation’s workforce. Missouri’s workforce reflects these national trends, which exhibit the need for lifelong learning to continually upgrade skills. Continuing education tools, like Missouri’s Life Long Learning (LiLA) accounts are innovative ways to encourage continuous learning by way of the workforce system.
 - Missouri is developing an ePortfolio portal, Missouri Connections, which allows individuals to track educational and training accomplishments throughout their lifetime.
 - Assessment and remediation of necessary workplace skills will be achieved through the Missouri Career Readiness Certificate (MoCRC) and the Worldwide Interactive Network curriculum. The MoCRC is a tool that will enhance the alignment of workforce and economic development efforts.
- 6) Career education and the community/technical college system must be expanded and curricula targeted to the just-in-time skill standards, certifications, or licensing requirements of business and industry.
- MTEC supports career education and targeting curricula for the just-in-time skill standards, certifications or licensing requirements. A model for incorporating the 16 career clusters into Missouri’s six career paths has been developed. The Comprehensive Guidance Curriculum, as related to Career Development, has been revised. The Missouri Career Information Management System, a web-

based career planning tool, is being developed in partnerships with Nebraska, Oklahoma and Kansas.

- 7) Uniform articulation and dual credit mechanisms must be established between and among secondary schools, community colleges, and university levels to provide degree credit for skill-based education and training.
- To achieve more uniformity in articulation and dual credit mechanism MTEC has worked with MDHE and DESE. MTEC supports efforts to provide degree credit for skill-based training. Six statewide articulation agreements were approved by the State Board of Education in 2006: Culinary Arts; Construction Trades; Welding; Heating, Ventilation, Air Conditioning and Refrigeration (HVACR); Automotive Technology; and Cisco Networking Academy.
 - Senate Bill 389 grants the Coordinating Board for Higher Education more authority to ensure uniform application of board policies, including those regarding dual-credit mechanisms established among and between secondary schools, community colleges, and the four-year institution levels. Further, in regards to transfer credits, two- and four-year institutions must work with the Commissioner of Higher Education to establish agreed-upon competencies for certain entry-level courses in order to receive increases in state appropriations. The legislation charges the Coordinating Board for Higher Education with establishing policies to ensure that such courses are accepted in transfer among public institutions.
- 8) A comprehensive public awareness initiative must be deployed to raise Missourians' aspirations and expectations for education and training, and their relation to their personal economic prosperity and growth.
- MTEC has partnered with MERIC and ACT to look at the knowledge needed to hold the most in-demand occupations in the state. In a process unique to Missouri, these occupations have been cross-referenced with the appropriate WorkKeys scores to be able to show Missouri's workforce what knowledge is needed to hold positions in these areas. Also included in this information is salary information and the numbers of positions available. As a public awareness initiative, this helps the workforce better understand how possessing the appropriate skills will impact their personal economic prosperity.
 - MTEC supports the development of the statewide Missouri Career Readiness Certificate marketing plan to promote this valuable tool to businesses and job seekers. This campaign will be launched to increase awareness and demand, and provide a coordinated approach between state and local marketing efforts. This effort will serve as the template for the statewide MissouriCareerSource.com marketing promotion later this year.

- 9) State agencies must work with Local Workforce Investment Boards to conduct regional supply/demand gap analyses to identify the needs of business and industry and identify targeted industries/occupations for each region of the state.
- MTEC supports the work of DWD and MERIC in working with the LWIAs in providing regional data to help business and industry identify targeted industries/occupations. Some of the products developed: Target Missouri II—the ultimate goal of this initiative is to provide assistance to both local, regional, and state economic developers. Local and regional officials will have a better idea of which industries are most practical to attempt to attract to their area, while state officials will not only know which industries to attract, but where to locate them to provide the greatest benefit to Missouri. Additional products were occupational studies and targeted industry clusters. One notable example of this is the Nurse Retention Program among all four St. Louis area Workforce Investment Boards -- St. Louis City, St. Louis County, St. Charles County, and Jefferson/Franklin Consortium – and three area community colleges (St. Louis Community College, St. Charles Community College, and Jefferson College). These areas collaborated to form the Regional Skills Gap project, which will use \$361,000 to assist in alleviating the nursing shortage in the area.
- 10) In collaboration with other organizations, Local Workforce Investment Boards must develop regional State of the Workforce Reports based, in part, on data from the supply/demand gap analyses. These reports must guide policy and operational decision-making, as well as resource allocation.
- Governor Blunt has committed to improve the knowledge and skill base in the areas of Math, Engineering, Technology, and Science (METs):
 - The Governor has committed to address the P-20 approaches to teaching METs courses and the METs Summit attendees developed innovative strategies to encourage students to improve proficiency in METs areas.
 - The Governor's Lewis and Clark Initiative for higher education has provided \$350 million for capital improvement projects at Missouri's universities and colleges. These projects focus on improving the state's research capabilities and enhancing the learning environment for students in METs fields, allowing for a strengthened workforce exiting Missouri's institutions of higher education.
 - The Skilled Workforce Initiative encourages partnerships with METs industries to develop strategies to address their workforce shortages.
- 11) Missouri's workforce development system should strive to increase the labor force participation of those persons traditionally underserved by Missouri's labor market; specifically persons of low-income, women, ex-offenders, at-risk youth, young minority males, and persons with disabilities. Missouri must initiate an interagency

effort to integrate programs into a continuum of services, including mentoring, to support participation in skills-based training and/or employment retention programs.

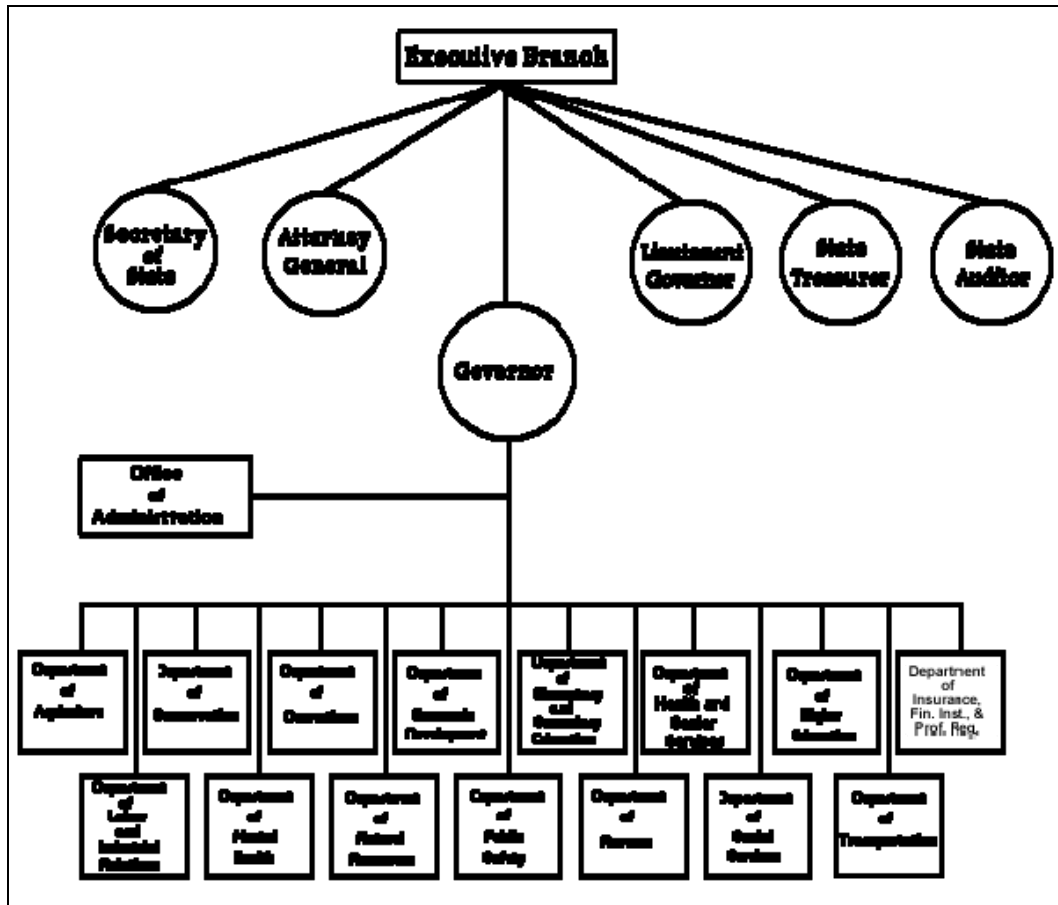
- MTEC continues to support efforts to assist Missouri's traditionally underserved by Missouri's labor market. Various initiatives are underway to serve these populations. One initiative to provide additional assistance to Missouri youth is the MO Jobs for American's Graduates; other programs are in place to help other underserved populations such as persons of low-income and persons with disabilities.

III. STATE GOVERNANCE STRUCTURE (s112(b)(8)(A))

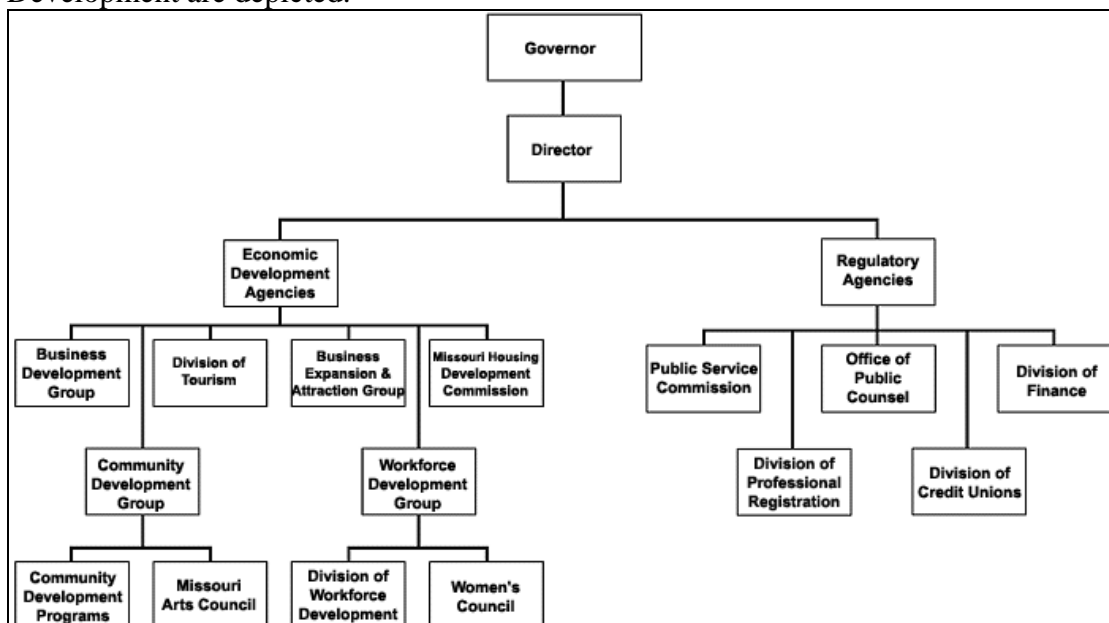
A. Organization of State Agencies in Relation to the Governor

1. *Provide an organizational chart that delineates the relationship to the Governor of the agencies involved in the public workforce investment system, including education and economic development and the required and optional One-Stop partner programs managed by each agency.*

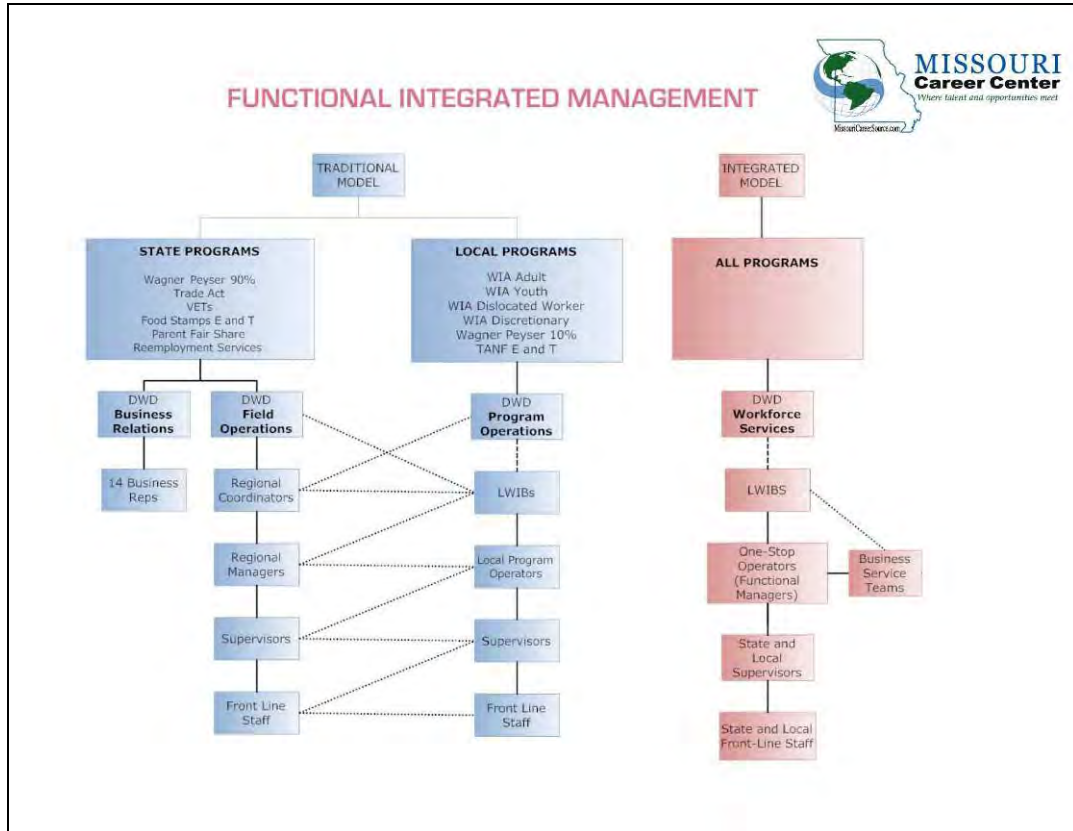
The following charts illustrate the relationships of the Governor and the various workforce system agencies, progressively from general to specific. The graphic below, from the Missouri State Government website, www.oa.mo.gov/guide03/gov_org.htm depicts the state's various cabinet agencies of Missouri state government. By clicking on the agency boxes on the website, viewers will receive a description of each agency's function. The Governor communicates his key priorities to the specific program leads through his cabinet-level department directors, some of whom are also members of the state board, as well as to the state board chair and staff director. A full listing of the Departments involved in Missouri's workforce system is listed in Section III.A.2.



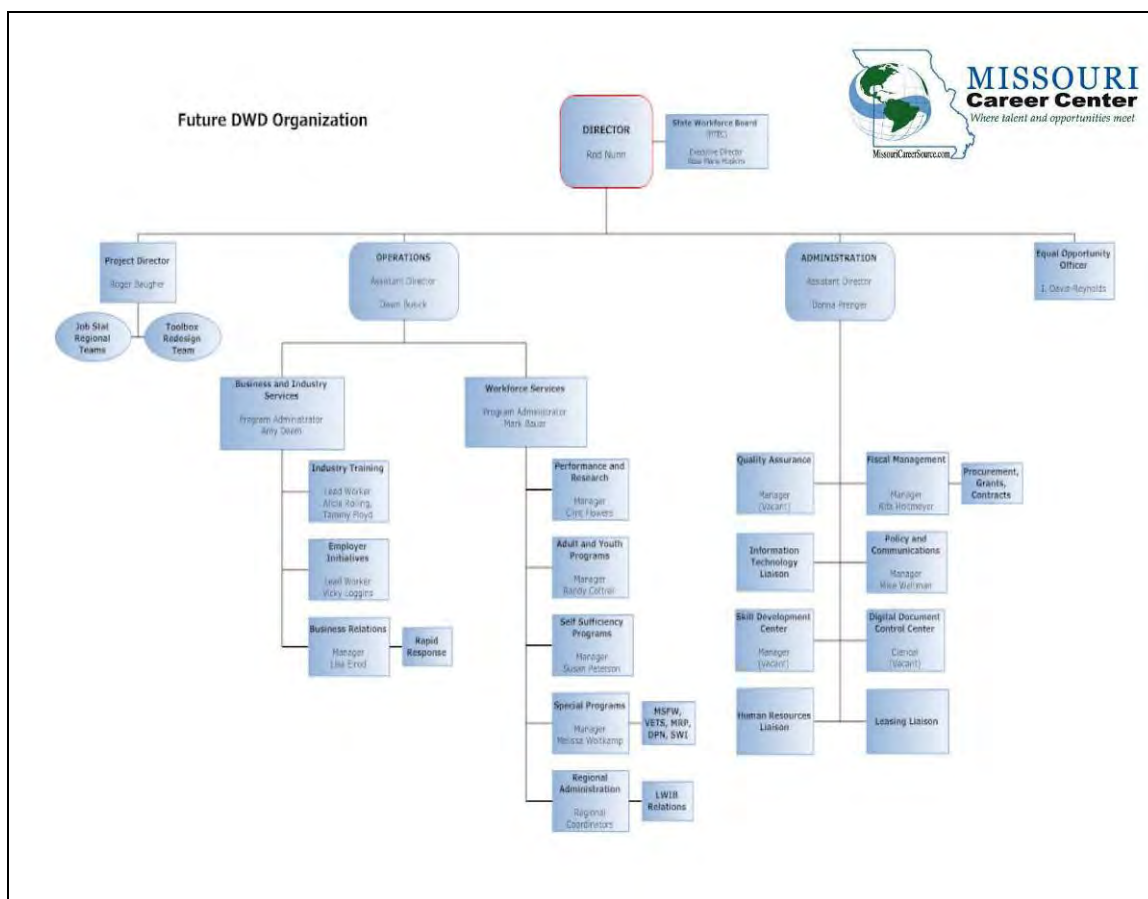
Below, the sections of DWD's parent agency, the Department of Economic Development are depicted.



As indicated in the graphic below, DWD has implemented a retooled organizational structure to deploy internal human capital in a way that increases business productivity and competitiveness. This realigned structure is based on a functional alignment, instead of traditional program silos, and streamlines business processes and workflows.



The more detailed organizational chart below shows how the reorganization seeks to establish five key objectives: eliminate layers of bureaucracy and reduce administrative costs; position DWD for a paperless environment; focus on programmatic and fiscal integrity; retool workforce professionals to focus on talent development; and enhance Business and Industry Services.



2. In a narrative, describe how the agencies involved in the public workforce investment system interrelate on workforce and economic development issues and the respective lines of authority.

The state departments and agencies involved in the Missouri Workforce System include the following:

Department of Economic Development

- Missouri Training & Employment Council (MTEC –State WIB)
- Division of Workforce Development
- Division of Business and Community Services

Department of Elementary and Secondary Education

- Division of Vocational Rehabilitation
- Division of Career Education

Department of Higher Education

Department of Social Services

- Family Support Division

Department of Health & Senior Services

- Division of Aging

Department of Labor & Industrial Relations

- Division of Employment Security

Office of Administration

- Facilities Management, Design & Construction

Department of Revenue

Department of Transportation

Missouri Department of Corrections

- Division of Offender Rehabilitative Services
- Division of Probation and Parole

Missouri Veterans Commission

As a part of Executive Order 05-33 the Department of Corrections (DOC) has partnered with DWD in order to implement the Missouri Reentry Process, an ex-offender initiative. This initiative was designed to ensure that incarcerated individuals are prepared to return to their communities and find employment immediately upon release from prison. DWD has established an MOU with DOC and has implemented processes to ensure the goals of this initiative are met.

An example of coordinated agency interrelation is the Interdepartmental Coordination Council for Job Creation and Economic Growth, composed of department-level partners that are involved in the state workforce system. As mentioned in Section I, this Council was created by Governor Blunt to “better coordinate the state’s efforts of creating jobs and supporting economic growth.” State agencies that serve are: Agriculture, Conservation, Economic Development, Elementary and Secondary Education, Higher Education, Labor and Industrial Relations, Natural Resources, Revenue, and Transportation. The Chairperson for the Council is the Director of the Department of Economic Development. The Council is charged with the duty of better coordinating the state’s efforts in creating jobs and supporting economic growth.

Another example of coordination is in the new, streamlined venue for professional development for Department of Economic Development (DED) agencies. DED is the state agency that houses the Division of Workforce Development and plays an active role in advancing the economic development and the talent development systems. In August 2007, for the first time ever in the State of Missouri, the Missouri Governor’s Conference on Economic Development will become the new host for the old Missouri Governor’s Conference on Workforce Development. This conference is combining five previous Governor’s Conferences into one: Women’s Council; Workforce

Development; Business and Community Services; Missouri Development Finance Board; and Missouri Housing Development Commission. This venue will support and foster stronger partnerships with state and local economic developers and workforce development professionals.

DWD and the Missouri Veterans Commission (MVC) have forged a strong relationship through their shared concern for the Missouri veteran. Space is provided at many Career Centers for veterans benefit officers. Access to Toolbox has been given to the Veterans Ombudsman to allow sharing of information about services to veterans. That access prevents duplication of services and inappropriate referrals between DWD and MVC.

The Missouri Career Centers frequently refer veterans facing financial issues to MVC and MVC reciprocates by referring veterans to the Missouri Career Centers when an employment issue is discovered. The Full Employment Council (FEC) in Kansas City, Missouri has partnered with the MVC to provide emergency services to the military spouses and eligible veterans served by the FEC through the Guard at Home program. Such reciprocal interagency activity ensures maximum leverage is brought to bear on the veteran needing assistance.

A key component for Missouri Workforce System excellence is successful collaboration between the workforce and education agencies. The Department of Elementary and Secondary Education, Division of Career Education has partnered with DWD in past years in expending USDOL incentive monies towards complementary educational and workforce development related initiatives. As mentioned earlier in Section I, the Missouri Connections pilot project that is developing an e-Career Portfolio for students in grades 6 through 12 was launched in February 2007. It is anticipated this pilot will be further developed to bring up on-line in 2008 an adult e-Career Portfolio that will be made available to all Missouri citizens. DWD sees this career advisement and information on high growth areas and the use of self directed tuition assistance programs (CAAs and LiLA scholarships) as being enhanced tremendously by this product in the future. DWD also sees the development of Individual Employment Plans for hard-to-serve populations as being enhanced based on student career resources being offered widely and consistently in a student's formative years. Other workforce development projects DESE is involved with are the development of the OneKC WIRED LiLA initiative, the USDOL Career Advancement Account (CAA) demonstration initiative, and most recently the development of the Workforce Investment Act Section 503 Incentive Grant Funding, based on Program Year 2005 Performance application of initiatives.

The Departments listed above report directly to the Governor, with the exception of the Department of Elementary & Secondary Education and the Department of Higher Education. Both of these agencies report to a board that is appointed by the Governor.

B. State Workforce Investment Board (s112(b)(1))

1. Describe the Organization and Structure of the State Board (s111)

The Missouri Training and Employment Council (MTEC) was formed in August 1991 as a result of state legislation to replace the Missouri Job Training Coordinating Council (MJTCC). MJTCC was originally formed as the State Job Training Coordinating Council required in JTPA Section 122.

On March 5, 1999, MTEC was designated as the State Workforce Investment Board under the provisions of WIA allowing alternative entities to be named as state boards. WIA regulations allowed MTEC to be designated to serve as the state board because MTEC was in existence before December 1997, was established under JTPA as a State Job Training Coordinating Council (JTPA Section 122), and includes at least two representatives of business and labor organizations.

MTEC consists of 30 members and was grandfathered as a WIA State Board when WIA was implemented in Missouri. In compliance with the old JTPA and current Missouri law, the membership composition is as follows: nine members (30%) representing business, industry or agri-business; nine members (30%) representing state and local government agencies; nine members (30%) representing organized labor and community-based organizations; and three members (10%) represent the general public.

2. Identify the organizations or entities represented on the State Board. If you are using an alternative entity which does not contain all the members required under section 111(b)(1), describe how each of the entities required under this section will be involved in planning and implementing the state's workforce investment system as envisioned in WIA. How is the alternative entity achieving the state's WIA goals? (ss111(a-c), 111(e), and 112(b)(1))

Attachment 8 lists the current members of MTEC, which references the members and their affiliations.

3. Describe the process your state used to identify your State Board members. How did you select the board members, including business representatives, who have optimum policy-making authority and who represent diverse regions of the state as required by WIA? (20 CFR 661.200)

The Governor appoints the MTEC members. As is the case with all other Missouri cabinet-level advisory boards, MTEC members require confirmation by the Missouri Senate. When a vacancy exists, the workforce development liaison staff of the Governor's Office prepares a roster of proposed members. From this list, the Governor consults various professional public and private leaders and selects appointees whose names are submitted to the Senate. The Senate's approval of the nominees contributes to legislative support.

Optimum policy-making authority rests with each MTEC member based upon his or her representation of public or private sector interests. The criteria considered for the

private sector appointments is a balance of industry sectors and a balance geographically around the state. The public sector board members represent the highest administrative staff levels of partner workforce development related agencies. That authority is derived from each member either being the cabinet level (gubernatorial) appointee for partner state agencies, or the department director's designee. Optimum policy-making authority exists for private sector representatives in that they hold various executive-level positions, such as chief executive officers, corporate presidents, and chief human resource officers.

4. Describe how the board's membership enables you to achieve your Governor's vision as described above. (ss111(a-c) and 112(b)(1))

MTEC enables the Governor to achieve his workforce and economic development vision by providing leadership and counsel, as well as drive and commitment to the state's workforce investment system. Members of MTEC represent business and industry, organized labor, community-based organizations and state program provider agencies. Through their deliberation of issues, review of research and "best practices" and their insistence on continuous improvement, the board offers the best of both private sector and state government perspectives for the workforce investment system.

5. Describe how the board carries out its functions as required in section 111(d) and 20 CFR 661.205. Include functions the board has assumed that are in addition to those required. Identify any functions required in section 111(d) the board does not perform and explain why.

MTEC carries out its functions as a policy making board in service and counsel to the Governor. In 2002, the board adopted a clarifying policy statement to clearly focus on policy research, development and implementation which would influence operational and programmatic actions of each WIA agency partner. In all its functions, the state board approaches its meetings, committee work and recommendation actions with an aim toward continuous improvement policies and strategies, as well as linkages within and outside the workforce investment system to ensure coordination of and maximizing resources.

MTEC serves as the policy advisory and planning body on behalf of the Governor. Since DWD serves as the grant recipient and state administrator of the various workforce development programs, it also is the performance accountability and customer service information agency for the system. The board relies on leadership, collaboration and compromise on behalf of partner agencies to review and comment on products developed on behalf of the Governor for the system.

6. How will the State Board ensure that the public (including people with disabilities) has access to board meetings and information regarding State Board activities, including membership and meeting minutes? (20 CFR 661.205)

All notices of MTEC meetings, including MTEC committee meetings, are posted on the State of Missouri's Open Meetings website (www.ao.mo.gov) as well on the DWD/MTEC website (www.ded.mo.gov/wfd). These notices include information regarding the process to be used by the disabled community to request special accommodations for those meetings. In addition, any printed information distributed by MTEC for use by the public, such as agendas, minutes, etc., can be made available in special formats, such as computer disk copies, upon request.

7. Identify the circumstances which constitute a conflict of interest for any state or local workforce investment board member or the entity that s/he represents, and any matter that would provide a financial benefit to that member or his/her immediate family. (ss111(f), 112(b)(13) and 117(g))

MTEC members approved their revised by-laws on April 4, 2003, which incorporate a Conflict of Interest and Confidentiality Policy.

In accordance with WIA and stated in MTEC's *Implementation and Orientation to the Workforce Investment Act: Guidance for Missouri Local Elected Officials* (dated October 2001), the following conflict of interest policy applies to local WIB members:

Local WIB members may not vote on a matter under consideration by the local WIB regarding provision of services by such member, by an entity that such member represents (or by which the member is employed), or that would provide direct financial benefit to such member or the immediate family of such member. In addition, a local WIB member may not engage in any other activity determined by the Governor to constitute a conflict of interest as specified in the state plan.

A business sector representative may not be an employee of a public sector organization represented on the local WIB, including state and local governmental agencies.

These provisions should not be construed to prohibit local WIB members from training or employing WIA participants.

8. What sources does the state provide the board to carry out its functions, i.e., staff, funding, etc.?

The state provides WIA funding to MTEC to support the board's staff, meetings, and special projects. Currently, MTEC has an executive director, one policy analyst and an administrative assistant. (See Attachment 8.)

C. Structure/Process for State Agencies and State Board to Collaborate and Communicate with Each Other and with the Local Workforce Investment System (s112(b)(8)(A))

1. *Describe the steps the state will take to improve operational collaboration of the workforce investment activities and other related activities and programs outlined in section 112(b)(8)(A), at both the state and local level (e.g., joint activities, memoranda of understanding, planned mergers, coordinated policies, etc.). How will the State Board and agencies eliminate any existing state-level barriers to coordination? (ss111(d)(2) and 112(b)(8)(A))*

Memoranda of Understanding

In the years ensuing since the Workforce Investment Act, Missouri has progressively developed organizational agreements and Memoranda of Understanding (MOU) far beyond the original concept for One-Stop collaboration. Those types of agreements are indeed in place for Missouri Career Centers. However, the full range of partnership activities is more accurately reflected in the 40 different varieties of non-financial MOUs in place between DWD and partner entities. These agreements range from high level federal operations in the Wage Record Interchange System to interagency policy agreements among state agencies that are essential to collaboration and implementing a functioning workforce system. The following are other programs that exemplify significant operational collaboration:

Skilled Workforce Initiative

The Skilled Workforce Initiative (SWI) promote regional-based collaboration among the local boards by encouraging those LWIAs that share regional economies to produce one regional application to address their shared needs and providing additional funding for these joint applications. These demonstration projects are designed to have up to a two-year reporting period.

One-Stop Chartering Criteria

In order to ensure quality standardization and continuous quality improvement, MTEC approved the Missouri Career Center Chartering Criteria. This criteria set minimum standards but also include a matrix, based on the Malcolm Baldrige principles. The criteria also require that the centers develop an extensive business plan, which includes signature pages and may serve as the memorandums of understanding for all partners in the center.

Integrated Functional Management

In addition to the chartering process, DWD is in the process of implementing integrated functional management. This methodology of Career Center management focuses on the day to day operation of the center rather than individual siloed programs. One individual is responsible for improving integration in each center and reports to the LWIB on the center's programmatic performance.

To view the Missouri Career Center Chartering Criteria, please visit http://www.ded.mo.gov/upload/missouri_chartering_criteria_final.doc.

Integrated Business Services Teams

Operational collaboration among partners is highlighted through the efforts of the Business Services Teams and is the basis of the project's mission. The process encourages coordination among all workforce agency staff involved in providing services directly to business. Primary team members include DWD business representatives, LWIA business representatives, and LVERS, with plans to expand participating members to economic developers and the community colleges. The team approach and the respective Business Services Plans provide ownership, as well as documenting processes.

Interdepartmental Coordination Council

As discussed previously in Section I, the Interdepartmental Coordination Council for Job Creation and Economic Growth is composed of department-level partners that are involved in the state workforce system. This Council was created through Executive Order by Governor Blunt to "better coordinate the state's efforts of creating jobs and supporting economic growth." State agencies that serve are: Agriculture, Conservation, Economic Development, Elementary and Secondary Education, Higher Education, Labor and Industrial Relations, Natural Resources, Revenue, and Transportation. The Chairperson for the Council is the Director of the Department of Economic Development.

WorkSmart Missouri

DWD has developed *WorkSmart Missouri* to provide workforce intelligence for Missouri's workforce professionals. This forward-thinking extranet website was created to be an on-line forum and centralized information center, and includes 1) a workforce policy blog to establish an on-line community of professionals to help inform them of state policy and program decisions; 2) a workforce wiki that allows workforce professionals to collaboratively develop content and share exemplary best practices; and 3) an electronic information exchange venue for news feeds, customized LWIA pages, digital content such as forms and reports and a vast array of additional materials.

SHARE Network

SHARE (Sharing How Access to Resources Empowers) Network is a USDOL initiative that brings universal access to the One-Stop system. The SHARE Network Resource Directory includes a web-based resource directory of community and faith-based organizations intended to help individuals by "sharing resources" whether it be someone in need of transportation to find a job, food or clothing or an organization wanting to share information or making a referral to another community agency or resource.

The other component is SHARE Network Access Points (SNAPs). SNAPs are community or faith-based organizations located in neighborhoods or communities where people can go to look for jobs and other services. Assisted by trained individuals, job seekers are connected to the Missouri One-Stop Career system via computer and direct referrals. The intent is to provide job search and other services to

individuals who, for whatever reason, may otherwise find it difficult to receive these services.

Leadership Teams

DWD promotes universal access to all services offered in the Missouri Career Centers. Strategic partnerships with other state and local agencies have been established to ensure all job-seekers receive the services they need and request. To coordinate these efforts and work through barriers leadership teams have been established, which meet on a regular basis to discuss barriers and best practices both at the state and local levels. Examples of such committees include the Disability Taskforce and the Missouri Reentry Process (MRP) Steering committee.

Missouri Reentry Process

In recent years, the Department of Corrections (DOC) has partnered with DWD in order to implement the Missouri Reentry Process, an ex-offender initiative. This initiative is designed to ensure that ex-offenders receive the continuing services and support the need from various state agencies to obtain long-term employment upon their release and to become contributing members to society.

DWD is committed to working with DOC to help offenders successfully complete the transition from prison to community so they can move toward self-sufficiency and productive lives. DWD provides case management services to eligible participants, as well as other services related to employment preparation. DWD also markets the offender to potential employers through distribution of a brochure promoting hiring ex-offenders and through direct marketing to the business community. Also DWD staff presents an overview of Career Center services to the offenders prior to their release. Additionally, each offender exiting a Transitional Housing Unit is provided an appointment for a seated interview with Career Center staff and is considered for appropriate program enrollment.

In 2006, a team consisting of three DWD staff and three DOC staff completed the 180-hour Offender Workforce Development Specialist (OWDS) training and received Global Career Development Facilitator (GCDF) certification from the National Career Development Association. The certification qualifies them to teach the OWDS curriculum. Training of DWD and DOC staff is scheduled to begin in September 2007.

Guard at Home Program

The Guard at Home program was established through Missouri legislation with an effective date of August 1, 2006. DWD has partnered with the Missouri Veterans Commission in marketing efforts for this new program. The Guard at Home program was designed specifically to assist the spouse of an active duty National Guard or Reserve component service member reservist to address immediate needs and employment in an attempt to keep the family from falling into poverty while the primary income earner is on active duty. This program also assists returning National Guard troops in finding work in situations where an individual needs to rebuild

business clientele or where an individual's job has been eliminated while that individual was deployed.

2. Describe the lines of communication established by the Governor to ensure open and effective sharing of information among the state agencies responsible for implementing the vision for the workforce system; between the state agencies and the State Board.

The Governor communicates his key priorities to the specific program leads through his cabinet-level department directors, some of whom are also members of the state board, as well as to the state board chair and staff director. The state board develops policies based on these priorities that are then distributed to the local boards through DWD issuances and discussed at WIB chair/staff meetings. State partner directors release directives based on the Governor's priorities to their staff for implementation at the local level thru bi-monthly TEAM meetings, WorkSmart (the DWD public website), the *Workforce Weekly* bulletin, as well as press releases. (TEAM is the Training & Employment Administrators of Missouri, which is the networking body for collaboration with local WIB executives and DWD.)

As mentioned in Section I, the Interdepartmental Coordination Council for Job Creation and Economic Growth provides a collaborative structure through which the Governor's vision for a robust talent development system can be shared and built upon with senior level officials, as well as channeled through those officials to all levels of their respective agencies.

3. Describe the lines of communication and mechanisms established by the Governor to ensure timely and effective sharing of information between the state agencies/state board and local workforce investment areas and local boards. Include types of regularly issued guidance and how federal guidance is disseminated to local boards and One-Stop Career Centers. (s112(b)(1))

MTEC conducts regular quarterly meetings, where the results of its committees' meetings/findings are heard by the full board. DWD develops and through its partnership with the LWIAs, prepares for State Board consideration adoption of various workforce development policies, waiver requests, and State Plan modifications. DWD posts the draft issuance on the WorkSmart website Blog, which allows workforce leaders to review and comment on the issuance's content, sparking collaborative discussions that foster consensus-building. Once the board approves a policy, waiver or state plan modification, DWD communicates this to the entire workforce community in an issuance that is distributed electronically and by regular mail to the 14 WIB chairs and their staff directors, as well as to partner agency staff. The issuance is also placed in a special Issuances section of DWD's and MTEC's website (www.ded.mo.gov/wfd) for general availability. It is the responsibility of the local WIB staff to ensure their service providers are made aware of these issuances. Additionally, the policies reflected in the issuances are often discussed and explained to workforce system staff in the DWD *Workforce Weekly* bulletin.

4. Describe any cross-cutting organizations or bodies at the state level designed to guide and inform an integrated vision for serving youth in the state within the context of workforce investment, social services, juvenile justice and education. Describe the membership of such bodies and the functions and responsibilities in establishing priorities and services for youth? How is the state promoting a collaborative cross-agency approach for both policy development and service delivery at the local level for youth? (s112(b)(18)(A))

Missouri will develop strategic partnerships and collaborate with the Department of Elementary and Secondary Education, the Department of Social Services' Family Support Division, Division of Youth Services, Department of Public Safety's Juvenile Justice programs, Job Corps, JAG Council and other providers of youth services in an effort to provide effective programs to prepare the most at-risk and neediest youth for real job opportunities in the state's changing economy.

DWD will explore other states that have proven state youth councils. Information will be collected regarding promising practices for how to establish a state youth council. This will be done in anticipation of MTEC forming a state youth council in the future.

Currently, the DWD Youth Program staff are meeting with several of their state-level counterparts in compliance with the DOL new strategic vision. The state will continue to meet with all of the state-level counterparts during PY 2007 and PY2008 to ensure that services are provided as efficiently and effectively as possible.

Local Youth Councils work in partnership with local LWIBs to serve as the local planning body for the development and approval of WIA youth programs. Missouri youth council members will collaborate with agencies, including the Department of Elementary and Secondary Education's Division of Career Education, Division of Youth Services and the Family Support Division who also foster and serve with DWD to help make that connection with the neediest youth population.

As noted in Section I, the Missouri Connections e-Career Portfolio project represents an interagency approach to providing an innovative workforce product to help Missouri's youth prepare for careers in high demand areas. Missouri Connections will be integrated with One-Stop Career Center services as well as self directed tuition assistance programs (CAAs and LiLA scholarships).

IV. ECONOMIC AND LABOR MARKET ANALYSIS (s112(b)(4))

As a foundation for this strategic plan and to inform the strategic investments and strategies that flow from this plan, provide a detailed analysis of the state's economy, the labor pool, and the labor market context. Elements of the analysis should include the following:

A. *What is the current makeup of the state's economic base by industry?*

Missouri employment totaled more than 2.7 million workers in 2006. The Trade, Transportation, and Utilities sector contributed 19.7% of the state's total employment. The Government (15.6%) and Health Care and Social Assistance (11.4%) sectors were the second and third largest employing sectors, with Manufacturing rounding out the top four list with over 11% of Missouri's total employment.

Historical Industry Data

In 2000, Missouri had the fifth most diversified economy in the United States. This is indicative of a robust economy, better able to withstand and recover from significant unfavorable changes in any one sector. Missouri's economy closely mirrors the national economy and thus national trends are reflected in Missouri trends.

From 1996 to 2006, total non-farm employment in Missouri grew by 8.1%. The fastest growing sector was Educational Services, increasing by 30.0%. However, this sector made up a relatively small portion of the state's employment at 2.2% in 2006. Construction employment grew by 28.8%. Manufacturing suffered the greatest employment decline during the period, decreasing by 18.3% from 1996 to 2006. Employment in Information declined by 9.2% during the same time period.

Employment by Industry 1996-2006					
Employment in thousands					
Industry	1996	2006	% Share of 2006 Total Employment	1996-2006 Net Change	1996-2006 Percent Change
Total Nonfarm	2,567.4	2,774.2	--	206.8	8.1%
Total Private	2,166.7	2,341.2	84.4%	174.5	8.1%
Natural Resources and Mining	5.1	5.4	0.2%	0.3	5.9%
Construction	115.0	148.1	5.3%	33.1	28.8%
Manufacturing	375.7	306.8	11.1%	-68.9	-18.3%
Durable Goods	227.6	190.8	6.9%	-36.8	-16.2%
Non-Durable Goods	148.0	116.0	4.2%	-32.0	-21.6%
Trade, Transportation, and Utilities	523.3	545.4	19.7%	22.1	4.2%
Wholesale Trade	120.0	122.8	4.4%	2.8	2.3%
Retail Trade	293.6	317.3	11.4%	23.7	8.1%
Transportation and Utilities	109.7	105.4	3.8%	-4.3	-3.9%
Information	69.2	62.8	2.3%	-6.4	-9.2%
Finance and Insurance	109.1	125.5	4.5%	16.4	15.0%
Real Estate and Rental and Leasing	34.1	40.0	1.4%	5.9	17.3%
Professional, Scientific, and Technical Services	101.3	124.5	4.5%	23.2	22.9%
Management of Companies and Enterprises	66.6	69.1	2.5%	2.5	3.8%
Administrative and Waste Services	111.9	137.3	4.9%	25.4	22.7%
Educational Services	47.6	61.9	2.2%	14.3	30.0%
Health Care and Social Assistance	264.4	315.3	11.4%	50.9	19.3%
Arts, Entertainment, and Recreation	40.2	45.1	1.6%	4.9	12.2%
Accommodation and Food Services	199.7	234.0	8.4%	34.3	17.2%
Other Services	103.6	120.1	4.3%	16.5	15.9%
Government	400.7	433.0	15.6%	32.3	8.1%

Source: U.S. Bureau of Labor Statistics, Current Employment Statistics

Missouri's Gross Domestic Product (GDP) in 2005 totaled \$216 billion. The Manufacturing sector made up 15.0% of Missouri's output, followed by the Government (11.7%), Real Estate, Rental and Leasing (10.2%) and Health Care and Social Assistance industries (7.5%).

From 1997 to 2005, Missouri's GDP increased by 14.4% (adjusted for inflation). Several industries grew much faster than the state's average. The state's GDP from Mining increased by 117.4% from 1997 to 2006, but this is a relatively small industry in the state. In addition, Information increased by 47.6%, while the Retail Trade and Professional and Technical Services industries grew by 31.9% and 31.6% respectively.

Missouri Gross Domestic Product (millions of dollars)							
Industry	1997	2005	% Share of 2005 GDP	1997 (Chained 00\$)	2005 (Chained 00\$)	1997-2005 Net Change	1997-2005 Percent Change
Total Gross Domestic Product by State	158,203	216,065	--	168,205	192,491	24,286	14.4%
Private industries	140,942	190,687	88.3%	149,293	171,726	22,433	15.0%
Agriculture, forestry, fishing, and hunting	2,235	2,011	0.9%	1,715	1,687	-28	-1.6%
Mining	377	1,076	0.5%	321	698	377	117.4%
Utilities	3,075	3,493	1.6%	2,954	3,003	49	1.7%
Construction	6,543	10,184	4.7%	7,880	7,630	-250	-3.2%
Manufacturing	30,933	32,348	15.0%	32,045	31,509	-536	-1.7%
Durable goods	15,275	17,243	8.0%	15,234	17,501	2,267	14.9%
Nondurable goods	15,658	15,105	7.0%	16,884	14,029	-2,855	-16.9%
Wholesale trade	10,362	13,979	6.5%	10,074	13,194	3,120	31.0%
Retail trade	11,350	14,997	6.9%	11,266	14,862	3,596	31.9%
Transportation and warehousing, excluding Postal Service	6,047	7,837	3.6%	6,464	7,153	689	10.7%
Information	7,516	10,124	4.7%	7,300	10,773	3,473	47.6%
Finance and insurance	9,579	13,378	6.2%	9,869	11,699	1,830	18.5%
Real estate, rental, and leasing	14,115	21,958	10.2%	15,352	19,121	3,769	24.6%
Professional and technical services	8,203	12,500	5.8%	8,596	11,314	2,718	31.6%
Management of companies and enterprises	5,167	8,006	3.7%	6,703	7,082	379	5.7%
Administrative and waste services	3,554	5,869	2.7%	4,122	5,139	1,017	24.7%
Educational services	1,516	2,590	1.2%	1,780	1,911	131	7.4%
Health care and social assistance	10,379	16,270	7.5%	11,611	13,536	1,925	16.6%
Arts, entertainment, and recreation	2,104	2,892	1.3%	2,388	2,441	53	2.2%
Accommodation and food services	3,876	5,739	2.7%	4,150	4,936	786	18.9%
Other services, except government	4,012	5,438	2.5%	4,624	4,374	-250	-5.4%
Government	17,260	25,377	11.7%	18,910	20,724	1,814	9.6%

Source: U.S. Bureau of Economic Analysis

Industries may not sum to total due to rounding.

Although farms in Missouri made up slightly less than 1% of the state's total Gross State Product in 2005, agriculture is an important part of Missouri's economy. According to the state's Department of Agriculture, Missouri is second only to Texas in the total number of farms with nearly 107,000. Missouri is the nation's 15th largest agricultural exporting state; top exports include soybeans, feed grains, wheat and cotton.

B. *What industries and occupations are projected to grow and or decline in the short term and over the next decade?*

Missouri has recently developed a standardized state Employer Job Vacancy Survey to close the gap between traditional LMI and information about job openings. The purpose of the survey is to collect, compile, and disseminate statistically reliable data on current job vacancies by area by industry sector.

These data serve as demand side indicators of labor shortages at the state and local levels. Specifically, the Job Vacancy Survey will provide a measure of employer demand for workers in local communities and an analysis of the benefits associated with such vacancies. This information, provided by over 16,000 Missouri employers, will help to give a better overall picture of the state economy as well as local labor markets.

Other ways in which the State of Missouri intends to include the insight and knowledge of private business is to coordinate with the Department of Economic Development's eight Target Industry Specialists to conduct target industry/employer focus groups. In these focus groups, private business leaders within each of the eight Target Industries will be asked a series of questions about their perceived labor issues and concerns over the next decade. Brainstorming sessions in these focus groups will also be conducted with regards to the different ways that the state government can be more responsive to employer needs and, in turn, develop a more efficient working relationship.

Short-Term

The short-term industry projections is one of the products that MERIC is currently updating, therefore the state is currently using the 2005-2007 projections. For this time period, the top growing industries in numeric terms in Missouri are projected to be: Educational Services, Administrative and Support services, Specialty Trade Contractors, Food Services and Drinking Places, and Ambulatory Health Care Services.

Conversely, the most declining industries in numeric terms are projected to include: Transportation Equipment Manufacturing, Food and Beverage Stores, Apparel Manufacturing, Chemical Manufacturing, and Air Transportation.

The short-term occupational projections is another one of the products that MERIC is currently updating, therefore the state is using the 2005-2007 projections for short-term forecasting as well. For this time period, the top growing occupations in numeric terms in Missouri are projected to be: Retail Salespersons, Registered Nurses, Janitors and Cleaners (except maids), Carpenters, and Combined Food Preparation and Services Workers.

Conversely, the most declining occupations numerically are projected to include: Sewing Machine Operators, Stock Clerks and Order Fillers, File Clerks, Farmworkers and Laborers (Crop, Nursery, and Greenhouse), and Cutting, Punching, and Press Machine Setters, Operators, and Tenders (Metal and Plastic).

Long-Term

The state is currently using the 2004-2014 industry projections. For this time period, the top growing industries in numeric terms in Missouri are projected to be: Elementary and Secondary Schools, Local Government (excluding Education

and Hospitals), General Medical and Surgical Hospitals, Offices of Physicians, and Full-Service Restaurants.

Conversely, the most declining industries in numeric terms are projected to include: Printing and Related Support Activities, Scheduled Air Transportation, Gasoline Stations, Aerospace Product and Parts Manufacturing, and Electrical Equipment Manufacturing.

The state is currently using the 2004-2014 occupational projections. For this time period, the top growing occupations in numeric terms in Missouri are projected to be: Retail Salespersons, Registered Nurses, Nursing Aides, Orderlies, and Attendants, Combined Food Preparation and Serving Workers, (including Fast Food), and Customer Service Representatives.

Conversely, the most declining occupations numerically are projected to include: Stock Clerks and Order Fillers, Secretaries, Except Legal, Medical, and Executive, File Clerks, Telemarketers, and Sewing Machine Operators.

- C. *In what industries and occupations is there a demand for skilled workers and available jobs, both today and projected over the next decade? In what numbers?*

Top Growing Occupations (2004-2014) Postsecondary Vocational Training				
SOC	Occupation	2004 Employment	2014 Employment	Annual Openings
31-1012	Nursing Aides, Orderlies, and Attendants	40,540	48,360	1,313
49-3023	Automotive Service Technicians and Mechanics	18,080	19,970	670
29-2061	Licensed Practical and Licensed Vocational Nurses	17,180	19,220	578
39-5012	Hairdressers, Hairstylists, and Cosmetologists	11,410	12,090	288
25-2011	Preschool Teachers, Except Special Education	8,410	10,220	282
41-9022	Real Estate Sales Agents	5,950	7,020	226
43-6013	Medical Secretaries	7,390	7,920	195
49-3031	Bus and Truck Mechanics and Diesel Engine Specialists	5,490	6,020	195
43-6012	Legal Secretaries	5,210	6,000	179
29-2041	Emergency Medical Technicians and Paramedics	4,180	5,070	136
39-9031	Fitness Trainers and Aerobics Instructors	3,370	3,710	112
25-4031	Library Technicians	2,110	2,340	101
13-2021	Appraisers and Assessors of Real Estate	2,370	2,800	93
31-9094	Medical Transcriptionists	1,850	2,190	68
41-3041	Travel Agents	2,270	2,430	67
49-3042	Mobile Heavy Equipment Mechanics, Except Engines	2,180	2,370	67
39-3011	Gaming Dealers	2,090	2,020	66
29-2055	Surgical Technologists	1,770	2,120	58
17-3011	Architectural and Civil Drafters	1,930	1,910	54
49-3011	Aircraft Mechanics and Service Technicians	1,850	1,930	52

Source: MERIC, long-term occupational projections

Top Growing Occupations (2004-2014) Associate's Degree				
SOC	Occupation	2004 Employment	2014 Employment	Annual Openings
29-1111	Registered Nurses	53,110	65,190	2,319
15-1041	Computer Support Specialists	9,070	10,270	231
29-2071	Medical Records and Health Information Technicians	4,840	5,850	170
29-2034	Radiologic Technologists and Technicians	4,270	5,130	166
29-2012	Medical and Clinical Laboratory Technicians	3,290	3,920	152
23-2011	Paralegals and Legal Assistants	4,020	5,120	142
29-1126	Respiratory Therapists	2,120	2,520	110
29-2021	Dental Hygienists	1,980	2,830	102
17-3023	Electrical and Electronic Engineering Technicians	2,010	2,220	63
31-2021	Physical Therapist Assistants	1,380	1,780	63
17-3022	Civil Engineering Technicians	1,660	1,800	49
19-4099	Life, Physical, and Social Science Technicians, All Other	1,210	1,390	47
17-3026	Industrial Engineering Technicians	1,050	1,180	35
29-2056	Veterinary Technologists and Technicians	890	1,110	33
29-2032	Diagnostic Medical Sonographers	790	970	33
49-9062	Medical Equipment Repairers	740	840	31
27-1025	Interior Designers	1,310	1,430	30
11-9061	Funeral Directors	1,040	1,040	30
31-2011	Occupational Therapist Assistants	640	820	27
29-2031	Cardiovascular Technologists and Technicians	750	870	26

Source: MERIC, long-term occupational projections

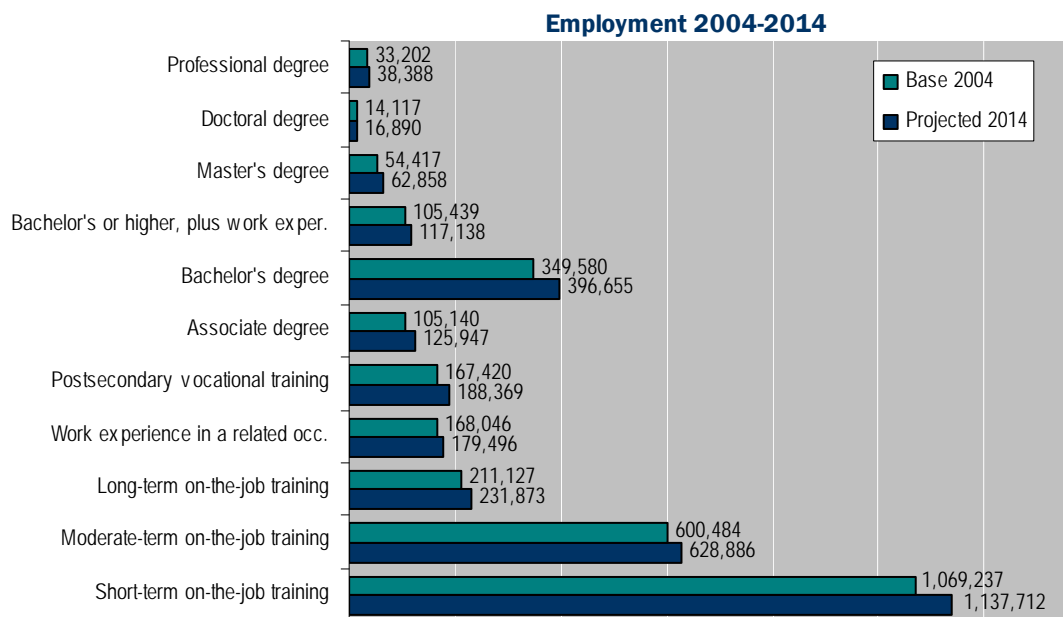
Top Growing Occupations (2004-2014) Bachelor's Degree or Bachelor's Degree or higher plus work experience				
SOC	Occupation	2004 Employment	2014 Employment	Annual Openings
25-2021	Elementary School Teachers, Except Special Education	28,544	33,242	1,100
25-2031	Secondary School Teachers, Except Special and Vocational Education	22,113	25,139	925
11-1021	General and Operations Managers	29,136	32,488	885
13-2011	Accountants and Auditors	26,626	29,027	743
15-1031	Computer Software Engineers, Applications	11,063	14,857	489
41-3021	Insurance Sales Agents	17,245	17,891	477
25-3099	Teachers and Instructors, All Other	16,829	19,304	455
13-1199	Business Operations Specialists, All Other	12,874	14,902	422
25-2022	Middle School Teachers, Except Special and Vocational Education	11,300	12,541	374
11-1011	Chief Executives	11,600	12,933	352
25-2041	Special Education Teachers, Preschool, Kindergarten, and Elementary School	6,005	7,672	310
15-1081	Network Systems and Data Communications Analysts	5,545	7,974	308
15-1051	Computer Systems Analysts	9,897	11,792	302
15-1071	Network and Computer Systems Administrators	6,172	8,106	262
15-1021	Computer Programmers	10,018	9,295	237
11-3021	Computer and Information Systems Managers	5,238	6,237	195
21-1021	Child, Family, and School Social Workers	5,985	6,805	184
29-1199	Health Diagnosing and Treating Practitioners, All Other	4,361	5,236	182
13-1111	Management Analysts	8,456	9,072	177
11-9021	Construction Managers	5,904	6,579	175

Source: MERIC, long-term occupational projections

Top Growing Occupations (2004-2014) Master's, Doctoral, or First Professional Degree				
SOC	Occupation	2004 Employment	2014 Employment	Annual Openings
21-2011	Clergy	11,760	13,604	426
23-1011	Lawyers	11,895	13,596	323
29-1051	Pharmacists	4,794	5,645	178
21-1012	Educational, Vocational, and School Counselors	4,926	5,399	160
25-1071	Health Specialties Teachers, Postsecondary	3,233	3,829	133
29-1123	Physical Therapists	3,654	4,571	128
21-1023	Mental Health and Substance Abuse Social Workers	2,843	3,513	116
29-1122	Occupational Therapists	2,627	3,341	107
29-1062	Family and General Practitioners	3,232	3,778	98
19-1042	Medical Scientists, Except Epidemiologists	1,996	2,600	96
25-4021	Librarians	3,168	3,364	95
21-1015	Rehabilitation Counselors	2,646	2,929	89
29-1127	Speech-Language Pathologists	2,442	2,700	87
19-3031	Clinical, Counseling, and School Psychologists	2,049	2,339	74
25-1199	Postsecondary Teachers, All Other	1,591	1,947	72
29-1069	Physicians and Surgeons, All Other	2,544	2,907	70
25-1011	Business Teachers, Postsecondary	1,710	2,022	70
29-1021	Dentists, General	2,201	2,520	69
21-1011	Substance Abuse and Behavioral Disorder Counselors	1,330	1,619	59
25-1121	Art, Drama, and Music Teachers, Postsecondary	1,385	1,642	57

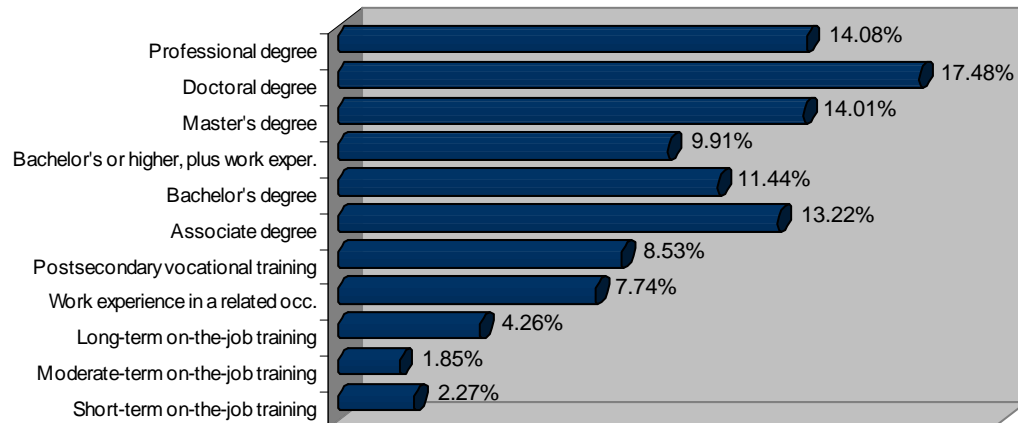
Source: MERIC, long-term occupational projections

Over 50 percent of workers in Missouri are employed in occupations that typically require on-the-job training. The majority of this training can be acquired in a moderate (less than 12 months) or short (less than one month) period of time. Occupations not requiring any education beyond high school are expected to account for the largest portion of 2014 employment. However, these jobs are expected to be among the slowest growing of all occupations.



By contrast, nearly 19 percent of jobs typically require skills obtained through a bachelor's degree or higher - with most workers typically having a bachelor's degree and some experience. Most of these jobs are expected to grow by over 10 percent during the next decade. In particular, skills gained through doctoral, professional and master's degrees are expected to grow the fastest.

Growth Rate 2004-2014

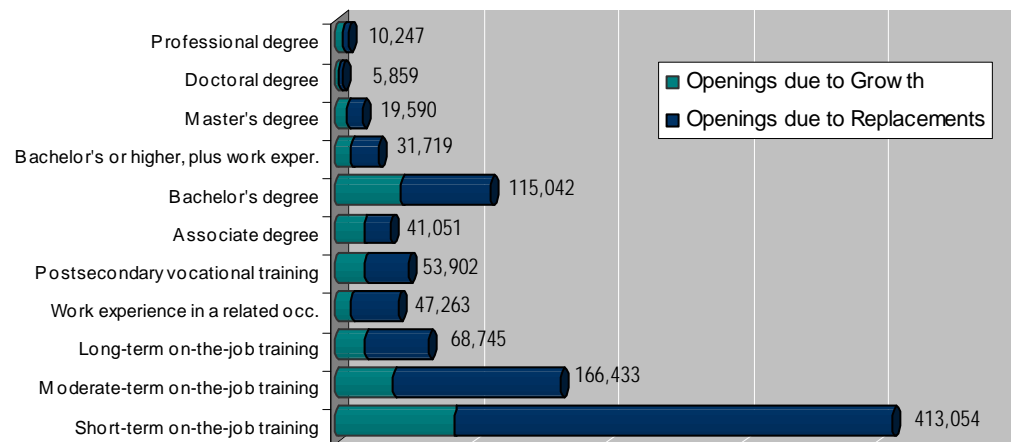


Over the next ten years, Missouri's economy will need to fill nearly one million job openings due to growth or replacements. Of these total openings, over 600,000 will need some sort of on-the-job training, most of which can be acquired in a moderate or short period of time (generally less than 12 months).

Job openings will also place new demands on higher education over the next decade:

- 95,000 openings will need skills typically obtained through an associate's or post-secondary vocational degree.
- 147,000 openings will need skills typically gained by earning a bachelor's degree.
- 36,000 openings will typically need a graduate degree to obtain employment.

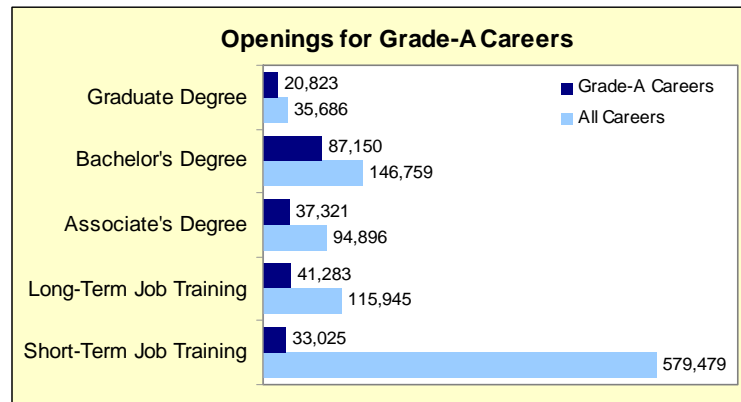
Job Openings 2004-2014



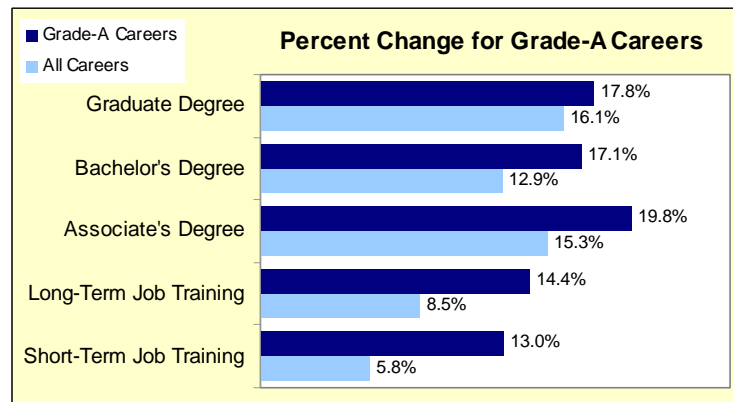
D. *What jobs/occupations are most critical to the state's economy?*

Critical jobs to Missouri's economy are ascertained by a grading system based on (a) job openings, (b) percent growth, and (c) average wages. Grade-A Careers are ones critical to the state economy. Grade-A Careers had a base employment of 611,910 in 2004, accounting for 20.9% of all employment statewide. They paid average annual wages of \$55,088 in 2004, much higher than the average state wage of \$34,130. Between 2004 and 2014 there is expected to be 219,600 Grade-A Career openings, accounting for 22.5% of all openings statewide. Grade-A Careers are expected to grow by 16.4% percent between 2004 and 2014, faster than the state growth rate of 8.3%.

Most Grade-A Careers will require higher education, particularly a college degree. Of all Grade-A Career openings, 40% will require a bachelor's degree, 17% an associate's or vocational degree, and 10% a graduate degree. However, 19% will require long-term on-the-job training and 15% will require short-term training.



Grade-A Careers will grow faster than the state average for similar trained careers. Grade-A Careers that will grow by 15% or more through 2014 will require an associate's or vocational degree, a graduate degree, or a bachelor's degree.



Career Grade	SOC	Occupation	Job Openings	Percent Growth	Average Wage	Education and Experience Typically Required
A+	29-1111	Registered Nurses	23,189	22.73%	\$49,690	Associate degree
A+	15-1031	Computer Software Engineers, Applications	4,888	34.29%	\$73,690	Bachelor's degree
A+	15-1081	Network Systems & Data Communications Analysts	3,082	43.81%	\$59,160	Bachelor's degree
A+	15-1051	Computer Systems Analysts	3,015	19.15%	\$66,340	Bachelor's degree
A+	15-1071	Network & Computer Systems Administrators	2,618	31.34%	\$56,840	Bachelor's degree
A+	41-9022	Real Estate Sales Agents	2,258	18.13%	\$58,220	Postsecondary vocational training
A	47-2031	Carpenters	10,493	13.74%	\$41,520	Long-term on-the-job training
A	13-1199	Business Operations Specialists, All Other	4,220	15.75%	\$51,790	Bachelor's degree
A	33-2011	Fire Fighters	3,715	26.65%	\$41,000	Long-term on-the-job training
A	47-2152	Plumbers, Pipefitters, & Steamfitters	3,614	12.61%	\$51,750	Long-term on-the-job training
A	23-1011	Lawyers	3,230	14.30%	\$109,030	First professional degree
A	47-1011	First-Line Supervisors/Managers of Construction Trades & Extraction Workers	2,449	11.84%	\$55,850	Work experience in a related occupation
A-	43-4051	Customer Service Representatives	12,406	16.00%	\$29,050	Moderate-term on-the-job training
A-	25-2021	Elementary School Teachers, Except Special Education	10,997	16.46%	\$36,330	Bachelor's degree
A-	41-4012	Sales Representatives, Wholesale & Mfg., Except Technical & Scientific Products	10,690	9.56%	\$53,220	Moderate-term on-the-job training
A-	25-2031	Secondary School Teachers, Except Special & Vocational Education	9,248	13.68%	\$39,510	Bachelor's degree
A-	11-1021	General & Operations Managers	8,847	11.50%	\$87,900	Bachelor's or higher degree, plus work experience
A-	13-2011	Accountants & Auditors	7,427	9.02%	\$54,430	Bachelor's degree
A-	29-2061	Licensed Practical & Licensed Vocational Nurses	5,784	11.86%	\$30,910	Postsecondary vocational training
A-	33-3051	Police & Sheriff's Patrol Officers	5,400	16.10%	\$38,380	Long-term on-the-job training
A-	21-2011	Clergy	4,256	15.68%	\$35,820	Master's degree
A-	47-2111	Electricians	3,918	9.22%	\$50,250	Long-term on-the-job training
A-	11-1011	Chief Executives	3,521	11.49%	\$130,470	Bachelor's or higher degree, plus work experience
A-	47-2073	Operating Engineers & Other Construction Equipment Operators	3,481	13.32%	\$40,550	Moderate-term on-the-job training
A-	25-2041	Special Education Teachers, Preschool, Kindergarten, & Elementary School	3,098	27.76%	\$39,030	Bachelor's degree
A-	41-4011	Sales Representatives, Wholesale & Mfg., Technical & Scientific Products	3,046	9.82%	\$63,690	Moderate-term on-the-job training
A-	47-2141	Painters, Construction & Maintenance	2,655	13.72%	\$37,150	Moderate-term on-the-job training
A-	15-1041	Computer Support Specialists	2,312	13.18%	\$38,950	Associate degree
A-	49-1011	First-Line Supervisors/Managers of Mechanics, Installers, & Repairers	2,302	8.59%	\$52,270	Work experience in a related occupation
A-	49-9021	Heating, Air Conditioning, & Refrigeration Mechanics & Installers	2,223	19.52%	\$39,770	Long-term on-the-job training
A-	11-3021	Computer & Information Systems Managers	1,950	19.07%	\$91,910	Bachelor's or higher degree, plus work experience
A-	13-1051	Cost Estimators	1,861	16.68%	\$52,140	Work experience in a related occupation
A-	29-1199	Health Diagnosing & Treating Practitioners, All Other	1,823	20.06%	\$76,810	Bachelor's degree
A-	29-1051	Pharmacists	1,780	17.75%	\$87,310	First professional degree
A-	15-1032	Computer Software Engineers, Systems Software	1,739	39.28%	\$72,400	Bachelor's degree
A-	29-2034	Radiologic Technologists & Technicians	1,661	20.24%	\$54,220	Associate degree
A-	11-2022	Sales Managers	1,639	14.10%	\$97,940	Bachelor's or higher degree, plus work experience
A-	11-9032	Education Administrators, Elementary & Secondary School	1,567	13.42%	\$69,010	Bachelor's or higher degree, plus work experience
A-	27-3031	Public Relations Specialists	1,505	14.96%	\$43,480	Bachelor's degree
A-	25-2043	Special Education Teachers, Secondary School	1,490	19.78%	\$41,180	Bachelor's degree
A-	13-1073	Training & Development Specialists	1,474	13.78%	\$46,550	Bachelor's degree
A-	29-2011	Medical & Clinical Laboratory Technologists	1,465	16.48%	\$45,050	Bachelor's degree
A-	25-1071	Health Specialties Teachers, Postsecondary	1,326	18.43%	\$85,650	Master's degree
A-	11-9111	Medical & Health Services Managers	1,293	15.27%	\$72,030	Bachelor's or higher degree, plus work experience
A-	17-2141	Mechanical Engineers	1,287	11.67%	\$63,310	Bachelor's degree
A-	29-1123	Physical Therapists	1,277	25.10%	\$56,580	Master's degree
A-	13-1031	Claims Adjusters, Examiners, & Investigators	1,234	16.71%	\$43,020	Long-term on-the-job training
A-	25-2032	Vocational Education Teachers, Secondary School	1,229	13.38%	\$43,310	Bachelor's or higher degree, plus work experience
A-	29-1126	Respiratory Therapists	1,096	18.89%	\$41,800	Associate degree
A-	33-1012	First-Line Supervisors/Managers of Police & Detectives	1,092	15.18%	\$56,100	Work experience in a related occupation
A-	15-1061	Database Administrators	1,091	31.13%	\$58,330	Bachelor's degree
A-	29-1122	Occupational Therapists	1,069	27.18%	\$52,890	Master's degree
A-	47-2221	Structural Iron & Steel Workers	1,047	13.87%	\$45,110	Long-term on-the-job training
A-	29-2021	Dental Hygienists	1,021	43.17%	\$59,010	Associate degree
A-	29-1062	Family & General Practitioners	978	16.89%	\$143,200	First professional degree
A-	19-1042	Medical Scientists, Except Epidemiologists	956	30.26%	\$62,940	Doctoral degree
A-	11-2021	Marketing Managers	935	13.39%	\$84,460	Bachelor's or higher degree, plus work experience
A-	13-1079	Human Resources, Training, & Labor Relations Specialists, All Other	790	23.35%	\$51,380	Bachelor's degree
A-	33-1021	First-Line Supervisors/Managers of Fire Fighting & Prevention Workers	755	23.88%	\$58,740	Work experience in a related occupation
A-	41-9099	Sales & Related Workers, All Other	747	13.36%	\$40,800	Moderate-term on-the-job training
A-	19-3031	Clinical, Counseling, & School Psychologists	737	14.15%	\$52,580	Doctoral degree
A-	25-1199	Postsecondary Teachers, All Other	715	22.38%	\$58,960	Doctoral degree
A-	33-3021	Detectives & Criminal Investigators	705	13.93%	\$46,050	Work experience in a related occupation
A-	29-1069	Physicians & Surgeons, All Other	703	14.27%	\$140,530	First professional degree
A-	25-1011	Business Teachers, Postsecondary	698	18.25%	\$62,750	Master's degree
A-	29-1021	Dentists, General	688	14.49%	\$134,600	First professional degree
A-	13-1072	Compensation, Benefits, & Job Analysis Specialists	674	14.59%	\$44,330	Bachelor's degree
A-	13-2052	Personal Financial Advisors	663	17.40%	\$62,460	Bachelor's degree
A-	11-9151	Social & Community Service Managers	627	12.72%	\$41,840	Bachelor's degree
A-	17-1011	Architects, Except Landscape & Naval	585	13.14%	\$67,290	Bachelor's degree
A-	25-1121	Art, Drama, & Music Teachers, Postsecondary	570	18.56%	\$49,170	Master's degree
A-	29-1071	Physician Assistants	523	38.56%	\$58,140	Bachelor's degree
A-	25-1194	Vocational Education Teachers, Postsecondary	499	17.92%	\$44,210	Bachelor's or higher degree, plus work experience
A-	25-1123	English Language & Literature Teachers, Postsecondary	496	18.43%	\$54,550	Master's degree
A-	17-2072	Electronics Engineers, Except Computer	481	14.45%	\$70,110	Bachelor's degree
A-	41-9021	Real Estate Brokers	475	14.43%	\$70,980	Work experience in a related occupation
A-	25-1081	Education Teachers, Postsecondary	441	18.42%	\$47,840	Doctoral degree
A-	27-2041	Music Directors & Composers	433	13.93%	\$87,590	Bachelor's or higher degree, plus work experience
A-	17-2081	Environmental Engineers	427	23.14%	\$62,840	Bachelor's degree
A-	25-1021	Computer Science Teachers, Postsecondary	404	18.48%	\$54,660	Master's degree

Missouri's 30 largest occupations, in terms of employment size, account for about 39 percent of total employment in Missouri. Two-thirds of the studied occupations pay less than the overall average wage (for all occupations) in Missouri of \$17.15 per hour. The average wage for the 29 occupations that have standard working schedules is \$15.25 per hour in Missouri. The top 30 occupations in Missouri represent 15 of the 22 major occupational groups in the Standard Occupational Classification (SOC) system. These occupations pay wages ranging from \$7.35 per hour for food preparation workers to \$46.72 per hour for general and operations managers. The level of education and training required also varies from short-term on-the-job training for several occupations (waiters and waitresses, cashiers, etc.) to a Bachelor's degree or more (general and operations managers, elementary teachers, and secondary teachers).

Missouri's 30 Largest Occupations 2006				
Rank	SOC Code	Occupational Title	Employment	Hourly Wage
1	41-2031	Retail salespersons	91,590	\$11.77
2	41-2011	Cashiers	81,800	\$8.20
3	35-3021	Combined food preparation & serving workers, including fast food	67,820	\$7.35
4	29-1111	Registered nurses	55,470	\$25.55
5	35-3031	Waiters & waitresses	55,110	\$7.48
6	53-7062	Laborers & freight, stock, & material movers, h&	45,520	\$11.40
7	53-3032	Truck drivers, heavy & tractor-trailer	44,090	\$17.80
8	37-2011	Janitors & cleaners, except maids & housekeeping cleaners	41,990	\$9.61
9	51-2092	Team assemblers	38,880	\$12.98
10	43-4051	Customer service representatives	38,700	\$14.43
11	31-1012	Nursing aides, orderlies, & attendants	37,180	\$9.64
12	43-3031	Bookkeeping, accounting, & auditing clerks	37,090	\$14.27
13	41-4012	Sales representatives, wholesale & Mfg., except technical & scientific products	33,090	\$27.18
14	49-9042	Maintenance & repair workers, general	30,350	\$15.64
15	43-5081	Stock clerks & order fillers	28,830	\$10.57
16	47-2031	Carpenters	26,810	\$20.28
17	43-6011	Executive secretaries & administrative assistants	26,400	\$18.96
18	11-1021	General & operations managers	25,790	\$46.72
19	43-6014	Secretaries, except legal, medical, & executive	25,380	\$13.28
20	13-2011	Accountants & auditors	24,050	\$27.49
21	25-3099	Teachers & instructors, all other	20,890	\$12.21
22	37-2012	Maids & housekeeping cleaners	20,600	\$8.36
23	35-2014	Cooks, restaurant	20,330	\$9.44
24	43-1011	First-line supervisors/managers of office & administrative support workers	19,000	\$22.23
25	33-9032	Security guards	18,960	\$11.68
26	25-2031	Secondary school teachers, except special & vocational education*	18,690	\$20.14
27	29-2061	Licensed practical & licensed vocational nurses	17,860	\$15.69
28	43-4171	Receptionists & information clerks	17,640	\$10.63
29	39-9021	Personal & home care aides	17,580	\$8.40
30	53-3033	Truck drivers, light or delivery services	17,450	\$13.02

* Occupation does not work a standard 2,080 hour work year.

E. What are the skill needs for the available, critical and projected jobs?

There are 81 Grade-A Careers in Missouri based on above average growth, net change and wages. Seventy-five of those Grade-A Careers have skills data available from O*NET.

Both Reading Comprehension and Active Listening were one of the top five skills for 65.3% of the Grade-A Careers. Other prominent skills were Critical Thinking, Active Learning, Speaking and Coordination.

All Grade A Occupations		
Skill	Number of Occupations	Percent of Grade A Occupations
Reading Comprehension	49	65.3%
Active Listening	49	65.3%
Critical Thinking	34	45.3%
Active Learning	21	28.0%
Speaking	20	26.7%
Coordination	20	26.7%

For Now and Next Grade-A Careers, which require training and education that ranges from short-term on-the-job training to postsecondary vocational training or an Associate's degree, the list of top skills varied somewhat. There are 28 Now and Next Grade-A Careers, and skills data is available for 27.

Of those 27 Now and Next Grade-A Careers, 77.8% had Active Listening as a top 5 skill, followed by Reading Comprehension. Time Management and Equipment Selection are two top skills that do not appear on the skills list for all Grade-A Careers.

Now/Next Grade A Occupations		
Skill	Number of Occupations	Percent of Now/Next Grade A Occupations
Active Listening	21	77.8%
Reading Comprehension	15	55.6%
Coordination	11	40.7%
Time Management	9	33.3%
Speaking	7	25.9%
Equipment Selection	7	25.9%

Additionally, MERIC has merged WorkKeys skills data with long term projections to investigate skills in demand for Grade-A Careers in Missouri. Such information makes it possible for both job seekers and Career Center staff to compare individual skill levels with those typically seen in fast growing occupations with high wages. Most Grade-A Careers in Missouri that require attainment of a postsecondary certification or degree require a level 4 score on applied mathematics, locating information, and reading for information.

Now	High school diploma and on-the-job training	Annual Openings	Average Wage	AM	LI	RI
Customer Service Reps.		1,241	\$29,050	4	4	4
Sales Reps., Wholesale & Manufacturing		1,069	\$53,220	5	4	5
Operating Engineers & Other Construction Equipment Operators		348	\$40,550	3	4	3
Sales Reps., Technical & Scientific Products		305	\$63,690	4	4	4
Painters, Construction & Maintenance		266	\$37,150	3	3	3
Sales & Related Workers, All Other		75	\$40,800	4	4	4
Truck Drivers, Heavy & Tractor-Trailer		1,027	\$36,260	3	4	3
Maintenance & Repair Workers, General		890	\$32,260	4	4	4
Executive Secretaries & Administrative Assistants		683	\$35,870	4	4	4
Sales Reps., Services, All Other		178	\$48,900	4	4	4

Next	2-4 years of education beyond high school	Annual Openings	Average Wage	AM	LI	RI
Registered Nurses		2,319	\$49,690	4	4	5
Real Estate Sales Agents		226	\$58,220	5	4	5
Carpenters		1,049	\$41,520	5	5	4
Fire Fighters		372	\$41,000	4	5	4
Plumbers, Pipefitters, & Steamfitters		361	\$51,750	4	4	4
First-Line Supervisors of Construction Trades & Extraction Workers		245	\$55,850	5	4	4
Licensed Practical & Licensed Vocational Nurses		578	\$30,910	4	4	4
Police & Sheriff's Patrol Officers		540	\$38,380	4	4	5
Electricians		392	\$50,250	4	4	4
Computer Support Specialists		231	\$38,950	5	4	5

Later	4+ years of education beyond high school	Annual Openings	Average Wage	AM	LI	RI
Computer Software Engineers, Applications		489	\$73,690	7	5	5
Network Systems & Data Comm. Analysts		308	\$59,160	6	5	5
Computer Systems Analysts		302	\$66,340	5	5	5
Network & Computer Systems Administrators		262	\$56,840	5	5	5
Business Operations Specialists, All Other		422	\$51,790	5	4	5
Lawyers		323	\$109,030	4	5	7
Elementary School Teachers, Except Special Edu		1,100	\$36,330	3	4	4
Secondary School Teachers, Except Special & Vocational Edu		925	\$39,510	4	5	5
General & Operations Managers		885	\$87,900	5	5	5
Accountants & Auditors		743	\$54,430	6	5	5

Source: MERIC, long term occupational projections

Math-Intensive Occupations

According to 2004 estimates, there were 26,104 mathematics-intensive jobs in Missouri earning an annual mean wage of \$69,614 per job, which is much higher than the state average wage of \$34,870. The projected number of mathematics-intensive jobs for 2014 is expected to increase by more than 24% to a total of 32,533 jobs. The average level of educational attainment for individuals employed in mathematics-intensive occupations in 2004 was a bachelor's degree. In addition, workers in mathematics-intensive occupations accounted for 0.89% of all employment statewide.

In Missouri, mathematics-intensive occupations with the highest employment base were Computer Software Engineers, Applications (11,063 jobs at \$73,690 per job); Civil Engineers (5,085 jobs at \$65,430); Computer Software Engineers,

Systems Software (3,536 jobs at \$72,400 per job); Electronics Engineers (1,412 jobs at \$70,110); and Surveyors (1,023 jobs at \$41,020 per job). Occupations with the largest percentage of national mean wages were Aerospace Engineering Technicians (115.26% of national mean wages), Physicists (106.49% of national mean wages), Mathematical Science Teachers, Higher Education (97.02% of national mean wages), Civil Engineers (95.83% of national mean wages), and Engineering Teachers, Higher Education (95.82% of national mean wages).

SOC	Occupation	MO Employment 2004	MO Employment 2014	Total Growth Openings 2004-2014	MO Mean Wage	US Mean Wage	MO % of US Mean Wage
15-1031	Computer Software Engineers, Applications	11,063	14,857	3,794	\$73,690	\$78,570	93.79
17-2051	Civil Engineers	5,085	5,583	498	\$65,430	\$68,280	95.83
15-1032	Computer Software Engineers, Software	3,536	4,925	1,389	\$72,400	\$83,460	86.75
17-2072	Electronics Engineers, Except Computer	1,412	1,616	204	\$70,110	\$78,620	89.18
17-1022	Surveyors	1,023	1,127	104	\$41,020	\$47,280	86.76
25-1022	Mathematical Science Teachers, Higher Educ.	953	1,129	176	\$56,360	\$58,090	97.02
15-2031	Operations Research Analysts	699	724	25	\$61,020	\$63,760	95.70
25-1032	Engineering Teachers, Higher Educ.	504	594	90	\$75,600	\$78,900	95.82
15-2011	Actuaries	484	569	85	ND	\$89,230	0.00
15-2041	Statisticians	348	342	0	\$51,830	\$63,950	81.05
17-2061	Computer Hardware Engineers	216	247	31	\$73,250	\$85,540	85.63
17-2021	Agricultural Engineers	ND	ND	16	ND	\$63,030	0.00
17-2151	Mining and Geological Engineers	140	136	0	\$62,420	\$74,610	83.66
19-2042	Geoscientists	140	144	4	\$52,310	\$77,890	67.16
19-2043	Hydrologists	99	111	12	\$61,250	\$64,130	95.51
17-2161	Nuclear Engineers	ND	ND	5	ND	\$89,320	0.00
17-3021	Aerospace Engineering Technicians	ND	ND	6	\$62,160	\$53,930	115.26
19-2012	Physicists	50	51	1	\$95,300	\$89,490	106.49
15-2091	Mathematical Technicians	ND	ND	0	ND	\$43,970	0.00
17-2171	Petroleum Engineers	32	31	0	\$54,940	\$92,840	59.18

Mathematics-Intensive Occupations – Missouri Percent of US Wages and Projected Employment Growth

Estimated annual average employment and wages for 2004. Projected annual average employment for 2014.
Source: Analysis of Occupational Employment Projections and Occupational Employment Statistics by MERIC.
ND: Non-disclosed data due to confidentiality restrictions from the U.S. Bureau of Labor Statistics.

Science-Intensive Occupations

According to 2004 estimates, there were 49,702 science-intensive jobs in Missouri earning an annual mean wage of \$81,834 per job, which is much higher than the state average wage of \$34,870. The projected number of science-intensive jobs for 2014 is expected to increase by more than 18% to a total of 58,934 jobs. The average level of educational attainment for individuals employed in science-intensive occupations in 2004 was a bachelor's degree or higher, plus work experience. In addition, workers in science-intensive occupations accounted for 1.70% of all employment statewide.

In Missouri, science-intensive occupations with the highest employment base were Computer Software Engineers, Applications (11,063 jobs at \$73,690 per job); Civil Engineers (5,085 jobs at \$65,430); Computer Software Engineers, System Software (3,536 jobs at \$72,400); Mechanical Engineers (3,300 jobs at \$63,310 per job); and Health Specialties Teachers, Higher Education (3,233 jobs at \$85,650 per job). Occupations with the largest percentage of national mean wages were Biochemists and Biophysicists (129.1% of national mean wages),

Aerospace Engineering (118.4% of national mean wages), Optometrists (109.3% of national mean wages), Physicists (109.0% of national mean wages), and Veterinarians (108.3% of national mean wages).

**Science-Intensive Occupations –
Missouri Percent of US Wages and Projected Employment Growth**

SOC	Occupation	MO Employment 2004	MO Employment 2014	Total Growth Openings 2004-2014	MO Mean Wage 2004	US Mean Wage 2004	MO % of US Mean Wage
15-1031	Computer software engineers, applications	11,063	14,857	3,794	\$73,690	\$74,980	98.28
17-2051	Civil engineers	5,085	5,583	498	\$65,430	\$64,230	101.87
15-1032	Computer software engineers, systems software	3,536	4,925	1,389	\$72,400	\$79,740	90.80
17-2141	Mechanical engineers	3,300	3,685	385	\$63,310	\$66,320	95.46
17-2011	Aerospace engineers	ND	ND	0	ND	\$79,100	0.00
25-1071	Health Specialties Teachers, Higher Educ.	3,233	3,829	596	\$85,650	\$82,420	103.92
29-1062	Family and General Practitioners	3,232	3,778	546	\$143,200	\$137,980	103.78
19-2031	Chemists	2,323	2,417	94	\$57,480	\$56,060	102.53
19-1042	Medical scientists, except epidemiologists	1,996	2,600	604	\$62,940	\$61,320	102.64
29-1131	Veterinarians	1,190	1,299	109	\$72,090	\$66,590	108.26
29-1067	Surgeons	1,087	1,320	233	\$190,420	\$181,850	104.71
17-1022	Surveyors	1,023	1,127	104	\$41,020	\$42,980	95.44
29-1063	Internists, General	972	1,167	195	\$158,870	\$156,790	101.33
29-1065	Pediatricians, General	946	1,077	131	\$145,410	\$140,000	103.86
17-2041	Chemical engineers	793	932	139	\$81,840	\$76,770	106.60
25-1042	Biological Science Teachers, Higher Educ.	730	865	135	\$59,310	\$77,920	76.12
29-1041	Optometrists	594	663	69	\$96,600	\$88,410	109.26
25-1032	Engineering Teachers, Higher Educ.	504	594	90	\$75,600	\$78,900	95.82
29-1066	Psychiatrists	455	530	75	\$147,570	\$151,380	97.48
19-1023	Zoologists and wildlife biologists	396	418	22	\$45,090	\$50,330	89.59

**Science-Intensive Occupations –
Missouri Percent of US Wages and Projected Employment Growth (cont.)**

SOC	Occupation	MO Employment 2004	MO Employment 2014	Total Growth Openings 2004-2014	MO Mean Wage 2004	US Mean Wage 2004	MO % of US Mean Wage
29-1064	Obstetricians and Gynecologists	375	447	72	\$176,900	\$174,490	101.38
11-9121	Natural sciences managers	374	387	13	\$80,890	\$88,660	91.24
19-1012	Food scientists and technologists	346	387	41	\$51,490	\$50,840	101.28
25-1052	Chemistry Teachers, Higher Educ.	332	394	62	\$58,920	\$64,880	90.81
19-1013	Soil and plant Scientists	306	326	20	\$48,160	\$51,200	94.06
19-1022	Microbiologists	267	299	32	\$57,040	\$54,840	104.01
19-4092	Forensic science technicians	248	334	86	\$42,190	\$44,010	95.86
25-1054	Physics Teachers, Higher Educ.	226	268	42	\$66,110	\$70,490	93.79
17-2061	Computer hardware engineers	216	247	31	\$73,250	\$81,150	90.26
19-1041	Epidemiologists	201	227	26	\$45,420	\$54,800	82.88
25-1041	Agricultural Sciences Teachers, Higher Educ.	167	189	22	\$65,830	\$72,800	90.43
17-2021	Agricultural engineers	ND	ND	16	ND	\$56,520	0.00
17-2151	Mining and geological engineers	140	136	0	\$62,420	\$64,690	96.49
19-2042	Geoscientists	140	144	4	\$52,310	\$68,730	76.11
19-2021	Atmospheric and space scientists	133	132	0	\$71,900	\$70,100	102.57
19-2043	Hydrologists	99	111	12	\$61,250	\$61,510	99.58
17-2161	Nuclear engineers	ND	ND	5	ND	\$84,880	0.00
17-3021	Aerospace engineering	ND	ND	6	\$62,160	\$52,500	118.40
19-2012	Physicists	50	51	1	\$95,300	\$87,450	108.98
25-1043	Conservation Science Teachers, Higher Educ.	ND	ND	8	ND	\$66,780	0.00
19-1021	Biochemists and biophysicists	27	31	4	\$88,990	\$68,950	129.06
19-2032	Materials scientists	21	23	2	\$71,430	\$72,390	98.67

Estimated annual average employment and wages for 2004. Projected annual average employment for 2014.

Source: Analysis of Occupational Employment Projections and Occupational Employment Statistics by MERIC.

ND: Non-disclosed data due to confidentiality restrictions from the U.S. Bureau of Labor Statistics.

F. What are the current and projected demographics of the available labor pool (including the incumbent workforce) both now and over the next decade?

The groups that stand to lose the most population from 2000 to 2015 are those that categorized themselves as "Non-Hispanic Other", aged 16-18, aged 19-25, and aged 26-45. The number of individuals that categorized themselves as

"Hispanic/Latino All Other," aged 46-65, is projected to more than double by 2015.

Missouri's Hispanic population grew by a staggering 92.2% from 61,698 in 1990 to 118,592 in 2000. In contrast, Missouri's total population grew by 9.3% from just over 5.1 million in 1990 to slightly under 5.6 million in 2000.

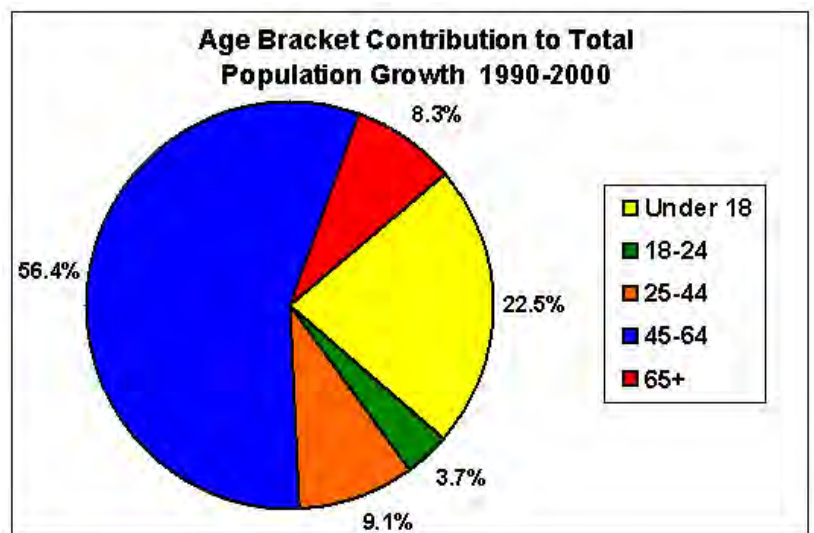
Sullivan (2,164%), McDonald (1,577%), and Barry (1,027%) Counties reported enormous percent increases since 1990 in Hispanic population due to expanding employment opportunities. Jackson County reported the largest increase in persons - 16,272, an 86.1% increase; followed by St. Louis County with 4,766, a 48.6% increase; and Clay County with 3,055, an 86.3% increase. Fifty-six of Missouri's counties reported percentage increases from 1990 of over 100%.

Not all of Missouri counties experienced positive growth in Hispanic populations. Atchison, DeKalb, Worth, Dade, and Bollinger Counties reported decreases in Hispanic populations. DeKalb County experienced the largest decline in the number of Hispanic persons, 75, a 37.5% decline. Atchison County experienced the largest percentage loss, a 58.7% decrease with the number of Hispanic persons decreasing by 61.

The Census Bureau admits that census race data for the 1990 and 2000 census are not directly comparable because individuals could only report one race in the 1990 census and could report multiple races in 2000. However, the differences between 1990 and 2000 for the Hispanic or Latino population were not affected because the Hispanic or Latino population may be of any race.

Contribution of Age Brackets to Total State Population

Of the 478,310-person increase in Missouri between 1990 and 2000, more than half (56.4 percent) was in the 45 to 64 year old age bracket. The Under 18 age bracket followed (22.5 percent). The smallest portion of the overall Missouri population increase was in the 18 to 24-age bracket (3.7 percent).

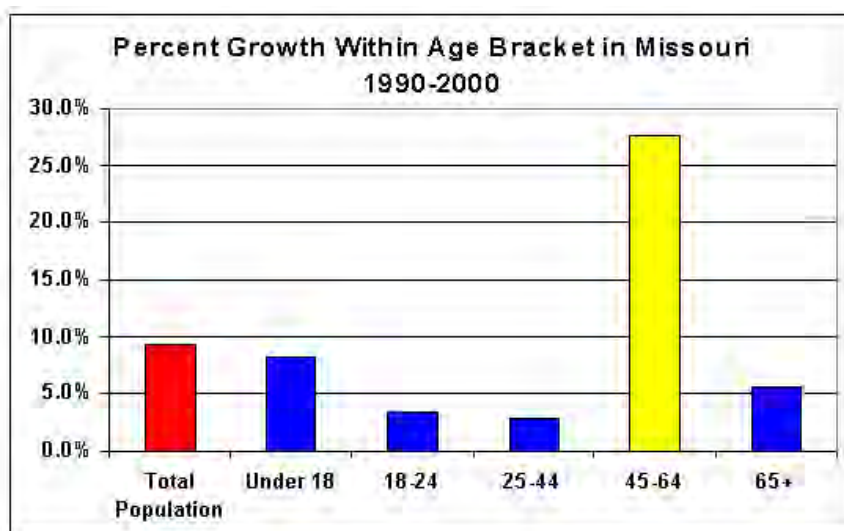


Growth Rate Within Age Brackets

Within the age brackets, and taking into account the total population, the 45 to 64 group had tremendous growth in the state from 1990. Overall growth for this age bracket in Missouri between 1990 and 2000 was 27.6 percent. This increase is not surprising as it contains the Baby Boomer generation. The Baby Boomer generation is defined as those born between 1946 and 1964. It is likely that the 45 to 64-age bracket will continue to grow in the next decade as the second half of the Baby Boomer generation reaches this age bracket.

The Under 18 age group had the second largest growth rate of 8.2 percent. This group includes the children, or even grandchildren, of the Baby Boomers.

However, the largest age category in Missouri in 1990 as well as 2000 continues to be the 25 to 44-age bracket. This group realized a modest 2.8 percent growth during the time period, the least of any age category. The pattern of growth within the age brackets suggests that by the next census, the 45 to 64-age bracket may become the largest age group in the state.

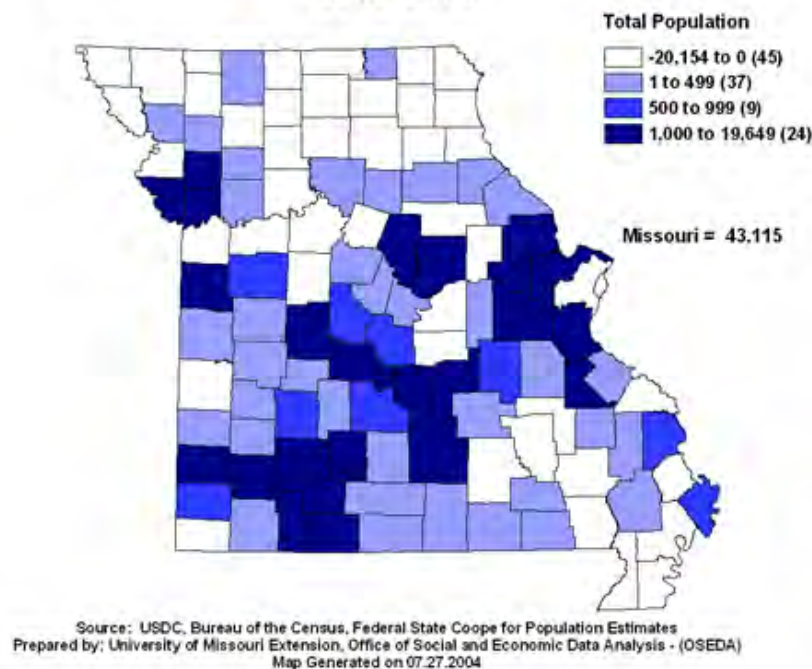


- G. *Is the state experiencing any “in migration” or “out migration” of workers that impact the labor pool?*

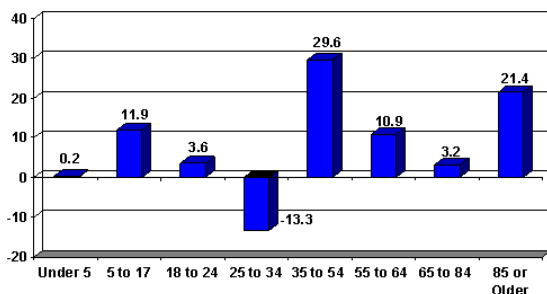
Although there were 70 counties that had a net in-migration from 2000-2003, only 24 of those counties had a net increase of more than 1,000 in-migrants during those three years. As indicated on the map, 12 of those counties are in the St. Louis (6), Kansas City (4), and Springfield (3) metropolitan areas. Of the remaining large in-migration counties two (Boone and Callaway) are in Central Missouri, five are in the Lake of Ozarks-Rolla area and four are in the Branson-Joplin area of Southwest Missouri. It is misleading to view in-migration to the metro suburbs as population gain. That migration is largely a relocation of population within the metro area.

From 1990-2000, 99 of Missouri's counties had more people move into the county than move away. There was, however, a significant change from 2000-2003. As indicated on the map, there were 45 counties that had more people move away than move in from 2000-2003. The map shows that 25 of the 45 counties that had a net out-migration were north of the Missouri River. Twenty-two of those counties are linked together across the top three tiers of counties in rural north Missouri.

Net Migration in Total Population in Missouri, by County 2000-2003



Percent Change in Missouri Population by Selected Age Cohorts, 1990-2000

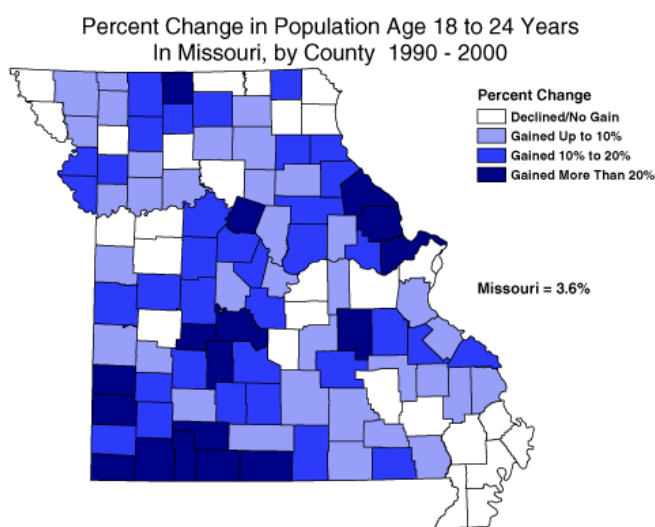


SOURCE: USDC, Bureau of the Census, Census of Population and Housing, Summary File 1 (2000), Summary Tape File 1 (1990)
Produced by: The Office of Social and Economic Data Analysis, UOE [E.J. Cleveland, Nov. 2001]

The population of Missourians aged 18-24 years increased by 3.6 percent from 1990 to 2000. However, the 25-34 year old population declined by 13.3 percent. However, that decline is an anomaly. Change in the size of the 25-34-age cohort during the 1990s is directly linked to the advancing age of the baby boom generation. The 1980 population of the Missouri 25-34 age cohort was 752,737. The population of that cohort increased to 852,042 by 1990 (an increase of 13.2 percent).

That unusual rate of growth was primarily attributable to the Baby Boomer generation reaching the 25-34 age group during the 1980s. Predictably the atypically large population of the 25-34 cohort in 1990 declined to 738,733 by 2000 as most of the 25-34 year olds of 1990 advanced to the 35-44-age cohort by 2000. Thus it

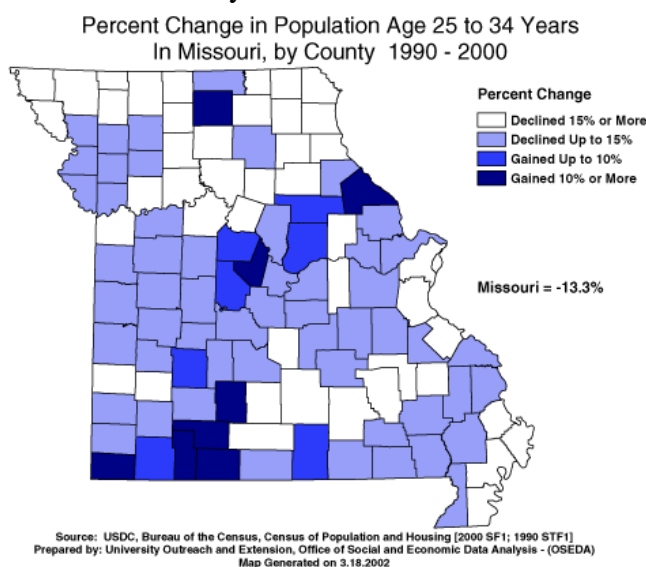
was the growth in the 25-34 population during the 1980s that was unusual. The 2000 population in that cohort (738,733) returned to nearly the same number as 1980 (752,737).



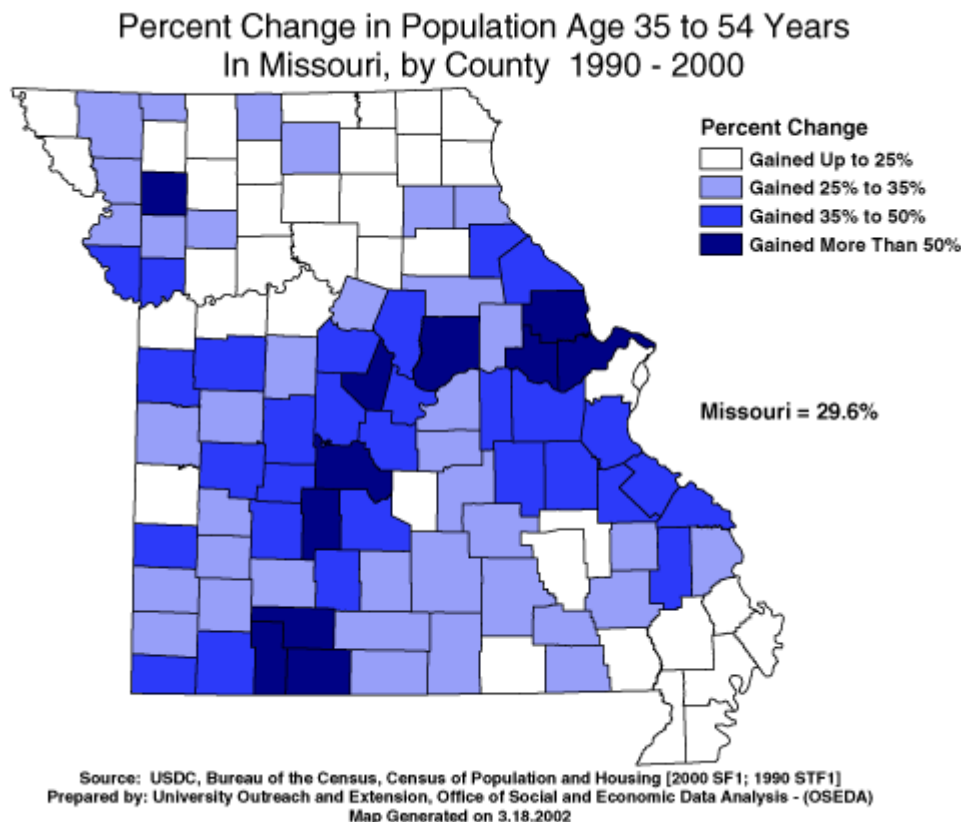
Source: USDC, Bureau of the Census, Census of Population and Housing [2000 SF1; 1990 S
Prepared by: University Outreach and Extension, Office of Social and Economic Data Analysis - (OSEDA)
Map Generated on 3.18.2002

increase was less than 10 percent (Atchison 7.2 percent; Mississippi 7.3 percent and Pemiscot 9.8 percent). The map also shows that 12 counties had an increase in the size of that cohort of greater than 50 percent. The greatest increases occurred in Christian County (88.0 percent) and neighboring Taney County (85.8 percent). DeKalb County (69.5 percent) had the third greatest percentage increase largely because of a state prison located there.

The population of Missouri's 35-54 age cohort increased from 1,258,000 in 1990 to 1,630,000 in 2000 - an increase of 372,000. It was the Baby Boomer generation that was responsible for increasing the size of that age cohort by 29.6 percent. In 1990, the 35-54 age cohort accounted for 24.5 percent of Missouri's total population; in 2000 that age cohort accounted for 29.1 percent of total population. As indicated on the last map, every Missouri County had an increase of 35-54 population during the 1990s. There were only three counties in which the



Source: USDC, Bureau of the Census, Census of Population and Housing [2000 SF1; 1990 STF1]
Prepared by: University Outreach and Extension, Office of Social and Economic Data Analysis - (OSEDA)
Map Generated on 3.18.2002



H. Based on an analysis of both the projected demand for skills and the available and the projected labor pool, what skill gaps is the state experiencing today and what skill gaps are projected over the next decade?

The state is coordinating with both education, economic, and workforce development agencies to address skill gaps. On an industry level, focus groups by industry super sector have been recently conducted by education agencies that address employer demands for skills by industry. Using feedback from these focus groups, the state will use local and national workforce intelligence to map current curriculum and program offerings against future industry skills demand to identify gaps in functional, academic, industry, and occupational competencies.

Workforce agencies have also coordinated to gather local employer feedback within targeted industry clusters that the local workforce investment regions have defined. Some regions have utilized MERIC's industry grading process to assist in the targeting of growing industries that are projected to add jobs over the next ten years. These local focus groups, conducted as part of the Division of Workforce Development's Skilled Workforce Initiative, allow local employers to define skills gaps as well as skills that are in demand at a local level. Feedback gathered from the various local employer focus groups pointed to a gap in soft skills for many of the state's rural workforce investment areas. Considering that many of the employers in these rural areas are located within the

manufacturing and service sectors, two industries highly susceptible to outsourcing and relocation, local regions will need to develop soft skills training services that can be offered on a large scale in order to fill these gaps. For the metropolitan workforce areas, skills gaps identified by local employers were centered around shortages of skilled workers in the healthcare, information technology, and advanced manufacturing sectors. The gaps within each of these target industry clusters were perceived as being a problem with coordination of local talent development pipelines at the post secondary level. Coordination with local education providers in the metropolitan regions will be needed to address these skills gaps for skilled workers in fast growing industries.

Economic agencies at the state level are developing industry councils for each of the state's eight Target Industry Clusters which are designed to gather further feedback from leading employers about in demand skills and possible skill gaps within their industry. Coordination between education, workforce, and economic agencies to integrate workforce intelligence about skills gaps and specifically for the state's targeted industries is planned for the near future.

I. Based on an analysis of the economy and the labor market, what workforce development issues has the state identified?

Governor Blunt's vision for the State of Missouri's economic and workforce development system is to provide a positive environment for current and new businesses to thrive and thus drive the economy. To accomplish this, the Governor recognizes the strong need for a business-friendly environment and quality education system, so that Missouri's businesses and workers are able to compete in the global economy.

Missouri's economic development policy goals include: (a) emphasizing Missouri as a business-friendly state, (b) providing the best education for Missouri's children, and (c) making state government more efficient and effective at providing services for our citizens.

It is critical that Missouri address increasing challenges in the recruitment of qualified workers for Missouri businesses. Occupations in many of the eight targeted industry clusters require core competencies in math and science. MERIC's *2007 Gateway Skills: Mathematics and Science Intensive Occupations Report* highlighted the future need for these skills within the state's in demand occupations as well as within the state's growing industries.

Missouri's capacity to create new jobs in the targeted clusters and to develop a critical mass of talent to fill those jobs will depend on the state's ability to grow and nurture Math, Engineering, Technology and Science (METS) competencies. The work from the Governor's METS initiative holds promise for educational and

workforce reform to ensure that future Missourians are adequately prepared for opportunities that await them in the global economy.

J. What workforce development issues have the state prioritized as being most critical to its economic health and growth?

Acknowledging that today's global economy places an emphasis on knowledge and skill based careers over those heavy in automation and repetition, Missouri has placed a high priority in ensuring its citizens, both youth and adults, have sufficient skills in the areas of math, engineering, science, and technology (METS). Governor Blunt convened a METS Summit, where leaders in business and industry, economic development, workforce development, and education discussed the major issues and shortages affecting the state. The results of the summit are specific strategies to skill up Missourians to continue the state's competitiveness in METS industries. These strategies include not only education reform on the P-20 level, but also workforce strategies aimed at skilling up the adult workforce. For example, St. Louis Community College, Better Family Life, and the LWIBs in the St. Louis area have created a career pipeline into the biotechnology industry that introduces participants to the entry-level positions and provides opportunities to move forward into higher wage occupations.

Along with our commitment to adapt to emerging and growing industries, the state realizes that talent must continuously be developed in order to remain competitive in the workforce. Lifelong learning is no longer a buzzword, but rather a necessity. Missouri is taking steps to ensure that its citizens have the opportunity to continue their learning beyond formal education. Through the OneKC WIRED initiative, the state is piloting Lifelong Learning Accounts (LiLAs). These accounts are comparable to a 401k plan for education and are portable among employers. Additionally, Missouri is developing an ePortfolio portal, Missouri Connections, which allows individuals to track educational and training accomplishments throughout their lifetime.

Missouri recognizes that regional economies are not limited to the invisible political boundaries that determine Workforce Investment Areas and emphasizes the need for collaboration and cooperation to address these needs of business and industry.

The DWD Skilled Workforce Initiative places higher priorities on regional applications that involve multiple LWIAs, and these partnerships have proven successful. A good example is the Greater St. Louis Talent Alliance. Four St. Louis area LWIBs, St. Louis Regional Chamber and Growth Association (RCGA), Greater St. Louis Inc., IT Coalition/Innovate St. Louis, WorkforceStLouis2.0, and area colleges have come together to design and implement an ambitious initiative for the sustained alignment of the business, human resources development, and employment sectors. The ultimate goal is to strengthen the area's economic competitiveness through a collaborative demand-

driven and industry-focused effort aimed at addressing skill and labor worker shortages in the Information Technology sector as a starting point, with the intention of broadening strategic alliances and planning processes to target additional sectors in the future.

In addition to the above LWIAs partnering among each other, the state has partnered with the State of Kansas in the OneKC WIRED initiative. Seven LWIAs (four in Missouri and three in Kansas), as well as business, education, and economic development partners have combined efforts to address human capital needs within the three high demand industries of health care, advanced manufacturing and bioscience within the Kansas City Metropolitan Region. Further, Missouri successfully submitted a third generation WIRED application that will integrate lessons learned from OneKC and also connect with the Arkansas Delta WIRED Region.

V. OVERARCHING STATE STRATEGIES

A. *Identify how the state will use WIA Title I funds to leverage other federal, state, local and private resources in order to maximize the effectiveness of such resources and to expand the participation of business, employees and individuals in the statewide workforce investment system? (s112(b)(10))*

Integration of Workforce and Economic Development

In 1999, the Division of Workforce Development (DWD) was formed to leverage major employment and training resources with the consolidation of Wagner-Peyser labor exchange services and WIA Title 1 funds. By housing DWD within the Department of Economic Development, this exemplified full integration of workforce and economic development services. This has assisted the workforce system greatly by coordinating with the department's economic expansion and business-related functions. Since DWD's inception, processes have been streamlined and communication methods have been strengthened, resulting in improved participation in business outreach.

Maximizing Effective Services to Public Assistance Recipients

In 2003, Missouri consolidated workforce development and supportive activities to improve employment outcomes, customer access, and training opportunities for public assistance recipients. Faced with limited resources and a growing interest in improving employment and training outcomes for Temporary Assistance for Needy Families (TANF), Missouri Employment and Training Program (METP) and Parents' Fair Share (PFS) participants, a fundamental change in service delivery was proposed. By consolidating the targeted resources, Missouri is eliminating duplication, increasing efficiency and improving employment outcomes for greater numbers of CAP, METP, TANF and PFS participants.

Maximizing Services to Ex-Offenders

Another agency with which the state is collaborating is the Department of Corrections' Missouri Reentry Process (MRP), the federal Reentry process in Missouri. When an offender is within six months of his or her release date, DWD staff meet with the offender to assist with his or her employment and training needs. The program's goal is to provide the services needed so that once released, an offender has job opportunities and the skills needed to keep a job and become self-sufficient, thereby reducing the risk of recidivism. Staff is now in the process of training Department of Corrections' case managers to utilize Toolbox, DWD's case management system, so that all activities involving the ex-offender are recorded in one system. This helps maximize funds, making sure that all services offered to the ex-offender are recorded and not duplicated by another agency.

Working closely with the Department of Social Services and the Department of Corrections, DWD continues to find ways to maximize funds without duplicating services provided by other organizations. This collaborative effort has assisted greatly in the state's case management activities, resulting in an increase in dual enrollments.

Integrated Oversight within Missouri Career Centers

Recently, DWD released an issuance on integrated management. DWD Issuance 13-06 provided guidance to local workforce investment areas on how to consolidate the management of programmatic services in One-Stop Career Centers. This guidance/issuance provided for “One-Stop site managers” (OSSMs) who would exercise authority over all staff delivering services through the One-Stop Career Center regardless of funding source. One-Stop site managers are charged with responsibility for coordination of services and performance outcomes across all programs. Employing agencies retain “formal” supervision of staff where as “functional” supervision rests with the One-Stop site manager who is focused on the most efficient and effective application of resources in the One-Stop Career Center.

The state board has provided guidance to the local boards regarding co-location and the savings of administrative funds when allocating costs to local partners integrated within the One-Stop system. This document, *Cost Allocation Plan Guidelines*, was written to provide methods and tools to help negotiation processes, and provide a cost savings to the WIA system. It has been the state’s policy to utilize the guidance and ensure that each Missouri Career Center has developed a cost allocation plan, and that it indicates each partner’s share of the One-Stop system’s operational costs.

Missouri will continue to use WIA funds to leverage other state and federal funds and expand the system’s capacity to function as the means of delivering employment and training services to job seekers and businesses within the Missouri Career Centers. Employees have also seen the positive effects of the leveraging of additional resources and they have been empowered through this integration. Cross-training has greatly improved the utilization of their time spent with job seekers and businesses. DWD has become more proactive in its approach to time management, wanting to ensure that the business customer has DWD’s full attention in order to remain competitive in seeking job orders for its job seekers.

State Economic and Workforce Development Conference

In August 2007, for the first time ever in the State of Missouri, the Missouri Governor’s Conference on Economic Development will become the new host for the old Missouri Governor’s Conference on Workforce Development. This conference is combining five previous Governor’s Conferences into one: Women’s Council; Workforce Development; Business and Community Services; Missouri Development Finance Board; and Missouri Housing Development Commission. This venue will support and foster stronger partnerships with state and local economic developers and workforce development professionals.

B. What strategies are in place to address the national strategic direction (discussed in Part I of the State Plan Guidance), the Governor’s priorities and the workforce development issues identified through the analysis of the state’s economy and labor market? (ss112(b)(4)(D) and 112(a))

The state strategies summarized below were detailed within the Executive Summary.

I. Demand-Driven Workforce Investment System within a Regional Economic Development Context

- Skilled Workforce Initiative
- Regional Initiatives that Transcend LWIA Boundaries
 - i. Business Retention & Early Warning Networks
 - ii. St. Louis Regional Nurse Retention Project
 - iii. St. Louis Regional Entrepreneurship Training and Support Project
 - iv. St. Louis Regional Incumbent Worker Initiative
 - v. WorkforceStLouis2.0 Project
 - vi. Four States Health Professions Consortium
 - vii. Greater St. Louis Talent Alliance-Information Technology
- OneKC WIRED
 - i. Common Skill Development Infrastructure
 - ii. Common Career resource platform
 - iii. Common Business services protocol
 - iv. Occupational training
 - v. Lifelong Learning Account (LiLA) demonstration
 - vi. Regional alignment of all current worker skill development assets
 - vii. Two-year regional WIA/Wagner-Peyser Plan
- Commerce Corridor of Southeast Missouri WIRED

II. System Reform and Increased Focus on Workforce Education and Training

- Skilled Workforce Initiative
- Interdepartmental Coordination Council for Job Creation and Economic Growth
- METS Initiative
- Jobs for Missouri Graduates (JMG)
- Missouri Career Readiness Certificate and the Worldwide Interactive Network (WIN)
- Lifelong Learning Accounts (LiLAs)
- Career Advancement Accounts (CAAs)
- Business and Industry Training Program
- Alchemy SISTEM™
- Skill Assessment and Development Centers

III. Enhanced Integration through the One-Stop System with Improved Service Delivery and Increased Efficiencies

- Missouri Career Center Marketing
- One-Stop Chartering

- Business Service Teams
- Partnering to Address TANF Reauthorization (Career Assistance Program)
- Disability Navigator Program
- Local Workforce Investment Board Benchmarking
- DWD Reorganization
- Partnering to Serve Ex-Offenders (Missouri Reentry Process)
- Partnering to Better Serve UI Claimants (Reemployment Services)

IV. Vision for Serving Youth Most in Need

- Focus on Alternative Education through “mapping” and partnerships
- Establishment of a State Youth Council
- Jobs for Missouri Graduates
- Partnering with Missouri Area Health Education Centers
- Improve performance through newly established JOBSTAT

V. Increased Economic and Workforce Information Data Integration and Analysis

- Missouri JobCrawler with Real-Time Workforce Intelligence (WI)
- Statewide Job Vacancy Surveys
- Occupational Projections/ACT WorkKeys Skill Web Application

VI. Effective Utilization of Faith-Based and Community-Based Organizations

- SHARE Network

VII. Increased Use of Flexibility Provisions in WIA

- Nine approved Waivers in 2006
- Extension will be requested of these nine plus an amendment to one, and one new request for 2007 and 2008

VIII. An Integrated and Enhanced Performance Accountability System that Provides Improved System Results

- JOBSTAT
- Toolbox Case Management Redesign
- One-Stop Career Center Performance Measures
- New Performance Negotiations Process
- Electronic Triage System

C. Based on the state’s economic and labor market analysis, what strategies has the state implemented or plans to implement to identify and target industries and occupations within the state that are high growth, high demand and vital to the state’s economy? (ss112(a) and 112(b)(4)(A) The state may want to consider:

The following graphs are listed below:

1. Industries projected to add a substantial number of new jobs to the economy
2. Industries that have a significant impact on the overall economy
3. Industries that impact the growth of other industries
4. Industries that are being transformed by technology and innovation that require new skill sets for workers
5. Industries that are new and emerging and expected to grow.

1.

Short-Term Projections, 2005-2007			Long-Term Projections, 2005-2007		
NAICS	Industry	Change	NAICS	Industry	Change
616000	Educational Services	8,373	6111	Elementary and Secondary Schools	20,512
561000	Administrative and Support Services	7,008	9993	Local Government, Excluding Education and Hospitals	15,671
238000	Specialty Trade Contractors	5,399	6221	General Medical and Surgical Hospitals	12,330
722000	Food Services and Drinking Places	5,300	6211	Offices of Physicians	11,816
621000	Ambulatory Health Care Services	3,936	7221	Full-Service Restaurants	11,344
541000	Professional, Scientific, and Technical Services	3,327	7222	Limited-Service Eating Places	10,172
624000	Social Assistance	2,887	5613	Employment Services	9,206
452000	General Merchandise Stores	2,840	6231	Nursing Care Facilities	8,451
813000	Religious, Grantmaking, Civic, Prof., and Similar Org	2,662	6241	Individual and Family Services	8,185
626000	Hospitals	2,215	8131	Religious Organizations	7,385
930000	Local, Excluding Education and Hospitals	2,085	6113	Colleges, Universities, and Professional Schools	6,789
551000	Management of Companies and Enterprises	1,670	4521	Department Stores	6,215
713000	Amusement, Gambling, and Recreation Industries	1,624	4529	Other General Merchandise Stores	5,570
522000	Credit Intermediation and Related Activities	1,453	5415	Computer Systems Design and Related Services	5,056
423000	Merchant Wholesalers, Durable Goods	1,056	2382	Building Equipment Contractors	4,394
236000	Construction of Buildings	1,050	6212	Offices of Dentists	4,098
425000	Wholesale Electronic Markets and Agents and Brokers	987	6216	Home Health Care Services	3,928
623000	Nursing and Residential Care Facilities	933	5617	Services to Buildings and Dwellings	3,585
446000	Health and Personal Care Stores	865	6213	Offices of Other Health Practitioners	3,230
524000	Insurance Carriers and Related Activities	848	5411	Legal Services	3,225

2.

Missouri Gross Domestic Product (millions of dollars)							
Industry	1997	2005	% Share of 2005 GDP	1997 (Chained 00\$)	2005 (Chained 00\$)	1997-2005 Net Change	1997-2005 Percent Change
Total Gross Domestic Product by State	158,203	216,065	--	168,205	192,491	24,286	14.4%
Private industries	140,942	190,687	88.3%	149,293	171,726	22,433	15.0%
Agriculture, forestry, fishing, and hunting	2,235	2,011	0.9%	1,715	1,687	-28	-1.6%
Mining	377	1,076	0.5%	321	698	377	117.4%
Utilities	3,075	3,493	1.6%	2,954	3,003	49	1.7%
Construction	6,543	10,184	4.7%	7,880	7,630	-250	-3.2%
Manufacturing	30,933	32,348	15.0%	32,045	31,509	-536	-1.7%
Durable goods	15,275	17,243	8.0%	15,234	17,501	2,267	14.9%
Nondurable goods	15,658	15,105	7.0%	16,884	14,029	-2,855	-16.9%
Wholesale trade	10,362	13,979	6.5%	10,074	13,194	3,120	31.0%
Retail trade	11,350	14,997	6.9%	11,266	14,862	3,596	31.9%
Transportation and warehousing, excluding Postal Service	6,047	7,837	3.6%	6,464	7,153	689	10.7%
Information	7,516	10,124	4.7%	7,300	10,773	3,473	47.6%
Finance and insurance	9,579	13,378	6.2%	9,869	11,699	1,830	18.5%
Real estate, rental, and leasing	14,115	21,958	10.2%	15,352	19,121	3,769	24.6%
Professional and technical services	8,203	12,500	5.8%	8,596	11,314	2,718	31.6%
Management of companies and enterprises	5,167	8,006	3.7%	6,703	7,082	379	5.7%
Administrative and waste services	3,554	5,869	2.7%	4,122	5,139	1,017	24.7%
Educational services	1,516	2,590	1.2%	1,780	1,911	131	7.4%
Health care and social assistance	10,379	16,270	7.5%	11,611	13,536	1,925	16.6%
Arts, entertainment, and recreation	2,104	2,892	1.3%	2,388	2,441	53	2.2%
Accommodation and food services	3,876	5,739	2.7%	4,150	4,936	786	18.9%
Other services, except government	4,012	5,438	2.5%	4,624	4,374	-250	-5.4%
Government	17,260	25,377	11.7%	18,910	20,724	1,814	9.6%

3.

Industries That Impact the Missouri Economy the Most				
NAICS	NAICS-Industry	IMPLAN Code	IMPLAN-Industry	Multiplier
31122	Starch & vegetable oil manufacturing	52	Soybean processing	22.43
32511	Petrochemical manufacturing	147	Petrochemical manufacturing	17.63
31222	Tobacco product manufacturing	91	Other tobacco product manufacturing	12.99
31122	Starch & vegetable oil manufacturing	51	Wet corn milling	11.41
31151	Dairy product, except frozen, manufacturing	64	Cheese manufacturing	10.58
31123	Breakfast cereal manufacturing	55	Breakfast cereal manufacturing	9.66
1131	Timber tract operations	15	Forest nurseries, forest products, and timber	9.50
31193	Flavoring syrup and concentrate manufacturing	81	Flavoring syrup and concentrate manufacturing	9.20
32532	Pesticide and other agricultural chemical manufacturing	159	Pesticide and other agricultural chemical manufacturing	8.97
31151	Dairy product, except frozen, manufacturing	65	Dry, condensed, and evaporated dairy products	8.94
32512	Industrial gas manufacturing	148	Industrial gas manufacturing	8.67
31121	Flour milling and malt manufacturing	48	Flour milling	8.49
31161	Animal slaughtering & processing	67	Animal, except poultry, slaughtering	8.32
31151	Dairy product, except frozen, manufacturing	62	Fluid milk manufacturing	7.96
31214	Distilleries	88	Distilleries	7.74
33611	Automobile and light truck manufacturing	344	Automobile and light truck manufacturing	7.74
32541	Pharmaceutical and medicine manufacturing	160	Pharmaceutical and medicine manufacturing	7.40
32561	Soap and cleaning compound manufacturing	163	Soap and other detergent manufacturing	7.30
33131	Alumina & aluminum production	210	Secondary smelting and alloying of aluminum	6.97
325613	Surface active agent manufacturing	164	Polish and other sanitation good manufacturing	6.80

Source: MERIC, using IMPLAN modeling software

Industries that impact the overall economy in Missouri in turn impact the growth of jobs in other industries in the state. The statistic used to determine which industries have the most economic impact in a regional or state economy is the Type II Multiplier. This statistic captures the direct and indirect effect of an industry on other industries in a region, used here in a statewide region. In Missouri, the starch and vegetable oil manufacturing/soybean processing industry has the most impact on the Missouri economy in that, for every job created by the starch industry, 21 jobs are created in other industries in Missouri as a direct or indirect result of that original job. There seems to be an overall trend for dairy product manufacturing and various types of food manufacturing industries to have the most impact on the Missouri economy.

- Missouri will use the standardized state Employer Job Vacancy Survey to close the gap between traditional LMI and information about job openings. The purpose of the survey is to collect, compile, and disseminate statistically reliable data on current job vacancies by area by industry sector. These data will serve as demand side indicators of labor shortages at the state and local levels. Specifically, the Job Vacancy Survey will provide a measure of employer demand for workers in local communities and an analysis of the benefits associated with such vacancies. This information, provided by over 16,000 Missouri employers, will help to give a better, overall picture of the state economy as well as local labor markets.

Other ways in which the State of Missouri intends to include the insight and knowledge of private business is to coordinate with the Department of Economic Development's eight Target Industry Specialists to conduct target industry/employer focus groups. In these focus groups, private business leaders within each of the eight Target Industries will be asked a series of questions about their perceived labor issues and concerns over the next decade. Brainstorming sessions in these focus groups will be conducted with regard to the different ways that the state government can be more

responsive to employer needs and, in turn, develop a more efficient working relationship.

5. MERIC has also created new approaches toward identifying target industries and occupations in the state. Concerning the targeting of high growth, high demand occupations, MERIC created a Career Grade Report that assigns letter grades to occupations based on each occupation's economic outlook over the next decade. Grades are based on a combination of job openings, percent growth, and the average wages of a particular occupation. The Career Grades are designed to assist students, job seekers, displaced workers, educators, and workforce professionals in choosing which careers have the best outlook in terms of having good growth, a large number of annual openings, and offer a living salary for job seekers.

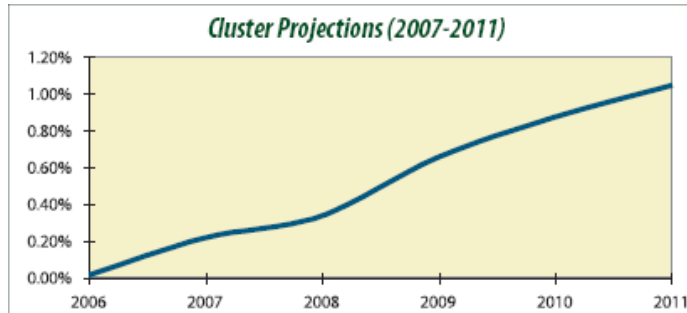
Concerning target industries, MERIC has recently conducted analysis on each of the state's eight targeted industry clusters. Aside from traditional economic analysis, MERIC has developed custom long term projections for each of the target industries. Missouri's Targeted Industry Clusters are: 1) Agribusiness; 2) Automotive; 3) Defense • Homeland Security; 4) Energy; 5) Finance; 6) Information Technology; 7) Life Sciences; and 8) Transportation • Logistics.

	Agribusiness	Automotive	Defense Homeland Security	Energy	Finance	Information Technology	Life Sciences	Transportation Logistics	All Clusters
Employer Units (2006)	3,040	258	348	696	9,769	2,345	1,034	12,468	29,349
Employment (2006)	88,645	36,223	16,922	20,275	132,036	38,604	31,295	175,064	519,316
Average Employment per Establishment (2006)	29	140	49	29	14	16	30	14	18
Percent of Total Missouri Jobs (2006)	3.86%	1.58%	0.74%	0.88%	5.75%	1.68%	1.36%	7.62%	22.62%
Average Annual Wages (2005)	\$39,605	\$54,167	\$77,935	\$58,053	\$52,206	\$70,938	\$66,505	\$43,374	\$51,285
Location Quotient (2006)	1.19	1.65	0.78	1.29	1.04	0.79	0.91	1.05	1.06
Percent Change from 2001 Location Quotient	5.25%	3.91%	38.25%	-1.91%	-2.34%	8.69%	11.95%	0.11%	1.22%
Projected Employment Change (2011)	1.03%	-1.43%	4.61%	1.72%	0.12%	9.25%	11.41%	3.81%	2.88%
Percentage of Firms with less than 50 Employees	91%	66%	88%	93%	92%	93%	91%	94%	93%
Net Percentage Change in Jobs (2001-2006)	-8.9%	-12.2%	42.2%	-17.6%	1.4%	10.8%	17.4%	0.3%	-3.40%
Employment Change in Jobs (2001-2006) Total Change	-8,654	-5,051	5,024	-4,320	1,798	3,760	4,629	446	-18,482
Employment Change from 2001 attributed to National Factors	2,498	1,059	305	631	3,343	894	685	4,482	13,805
Employment Change from 2001 attributed to Industry Factors	-14,590	-7,066	180	-4,315	3,204	195	932	-2,178	-32,559
Employment Change from 2001 attributed to Missouri's Competitiveness	3,438	956	-4,538	-637	-4,749	2,670	3,013	-1,858	272

Note: Some industries are in more than one cluster, so the sum of individual clusters will not equal the total for all clusters.

Agribusiness

The Agribusiness cluster is comprised of industries supporting farm production (animal and crop), farm-related industries, and indirect agribusiness. Farming and supporting industries which provide input, processing, management, and marketing comprise the core elements of this cluster.

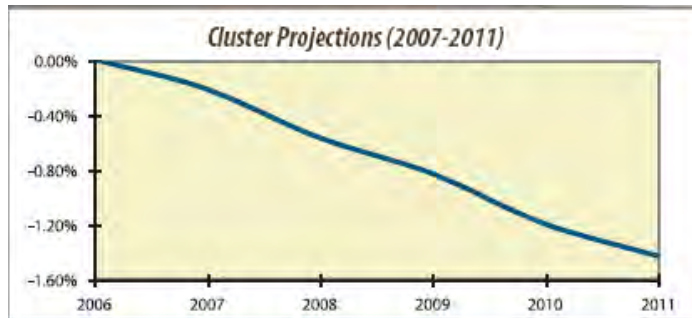


Targeted Occupations with Projected Growth and Current Wage

15% of Cluster Occupations	Current Wage	Projected Growth 2004–2014
Slaughterers and Meat Packers	\$20,800	12.30%
Maintenance and Repair Workers, General	\$32,410	10.30%
Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Production	\$54,960	9.50%
First-Line Supervisors/Managers of Production and Operating Workers	\$47,950	4.40%
Team Assemblers	\$28,570	4.30%

Automotive

The Automotive cluster is comprised of industries involved in the manufacturing of motor vehicles, such as buses, cars, and trailer trucks. This also includes the manufacturing of new and after-market parts for use within the design of the motor vehicle.

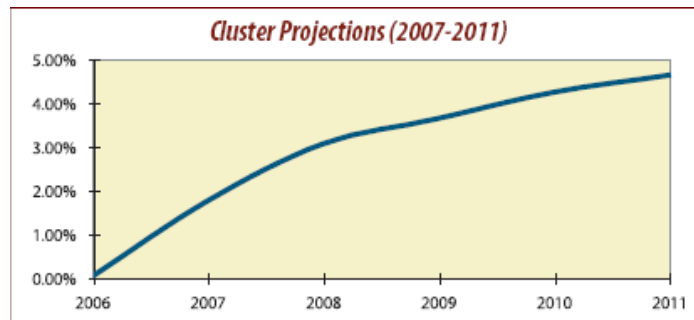


Targeted Occupations with Projected Growth and Current Wage

42% of Cluster Occupations	Current Wage	Projected Growth 2004–2014
Maintenance and Repair Workers	\$32,410	10.30%
Electricians	\$50,500	9.20%
Welders, Cutters, Solderers, and Brazers	\$29,840	4.90%
First-Line Supervisors/Managers	\$47,950	4.40%
Team Assemblers	\$28,570	4.30%

Defense • Homeland Security

The Defense and Homeland Security cluster is comprised of industries that supply and support local and national security. Included are defense related research activities and the manufacturing of communications equipment, ammunition, military vehicles, and aircraft/aerospace components.



Targeted Occupations with Projected Growth and Current Wage

12% of Cluster Occupations	Current Wage	Projected Growth 2004–2014
Computer Software Engineers	\$74,330	34.40%
Medical Scientists	\$59,910	30.00%
Business Operations Specialists	\$52,310	15.80%
Industrial Engineers	\$69,160	10.40%
Structural Metal Fabricators and Fitters	\$31,400	5.30%

Energy

The Energy cluster is defined by industries involved in the operation of power facilities, and the manufacturing of machinery and parts used in the production of energy.

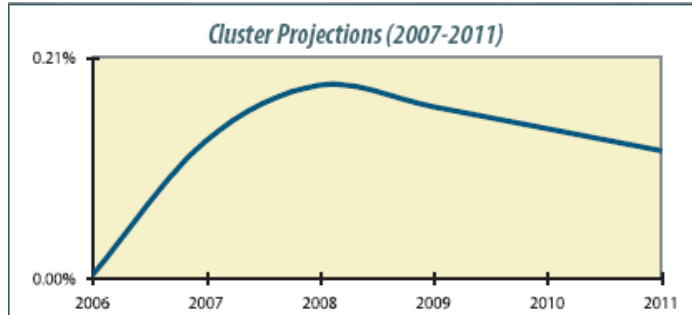


Targeted Occupations with Projected Growth and Current Wage

15% of Cluster Occupations	Current Wage	Projected Growth 2004–2014
Customer Service Representatives	\$29,480	16.00%
Operating Engineers and Other Construction Equipment Operators	\$40,960	13.30%
Maintenance and Repair Workers	\$32,410	10.30%
Management Analysts	\$67,400	7.20%
Truck Drivers	\$36,510	6.80%

Finance

The Finance cluster focuses on industries primarily engaged in the transfer, holding, and investment of money. These include Banking, Investment and Financing, Insurance, and Tax Preparation.

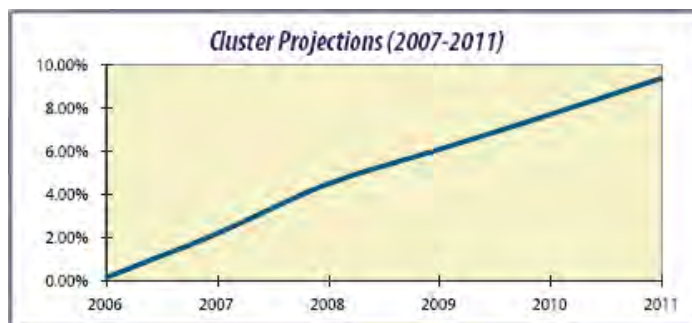


Targeted Occupations with Projected Growth and Current Wage

13% of Cluster Occupations	Current Wage	Projected Growth 2004–2014
Computer Systems Analysts	\$66,990	19.10%
Claims Adjusters, Examiners, and Investigators	\$45,220	16.70%
Customer Service Representatives	\$29,480	16.00%
Business Operations Specialists	\$52,310	15.80%
General and Operations Managers	\$92,330	11.50%

Information Technology

The Information Technology cluster is comprised of industries involved in the manufacturing of electronic components used in computers, communication devices, and other electronic devices. This cluster also includes planning and design of computer systems, software development, management consulting services, and research.

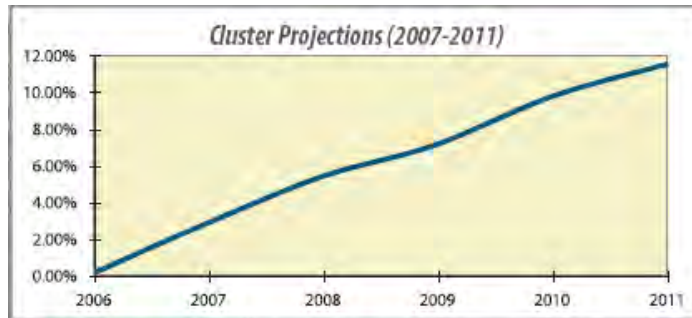


Targeted Occupations with Projected Growth and Current Wage

IT (16% or more of Cluster Occupations)	Current Wage	Projected Growth 2004–2014
Network Systems and Data Communications Analysts	\$58,260	43.60%
Computer Software Engineers, Systems Software	\$73,270	39.30%
Computer Software Engineers	\$74,330	34.40%
Computer and Information Systems Managers	\$94,990	19.10%
Computer Systems Analysts	\$66,990	19.10%

Life Sciences

The Life Sciences cluster focuses on industries involved in the enhancement of quality of life through psychosocial, biological, medical research and engineering. It is also comprised of chemical and medical device manufacturing.

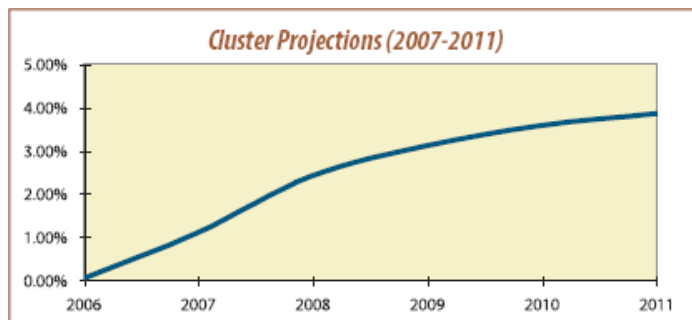


Targeted Occupations with Projected Growth and Current Wage

15% of Cluster Occupations	Current Wage	Projected Growth 2004–2014
Medical Scientists	\$59,910	30.00%
Medical and Clinical Laboratory Technicians	\$28,800	19.10%
First-Line Supervisors/Managers	\$47,950	4.30%
Team Assemblers	\$28,570	4.30%
Chemists	\$58,410	4.30%

Transportation • Logistics

The Transportation • Logistics cluster focuses on the support processes involved with the transfer of products and services. This cluster is comprised of Wholesalers, Logistical Services, Shipping Containers, Warehousing, Local Haulers, and Interstate/International Haulers.



Targeted Occupations with Projected Growth and Current Wage

15% of Cluster Occupations	Current Wage	Projected Growth 2004–2014
Customer Service Representatives	\$29,480	16.00%
Demonstrators and Product Promoters	\$24,720	12.10%
General and Operations Managers	\$92,330	11.50%
Maintenance and Repair Workers	\$32,410	10.30%
Sales Representatives	\$67,550	9.80%

In addition to the work MERIC has and is doing on the state's eight target industry clusters, the state has conducted the Missouri Regional Skills Gap Initiative. The initiative has required local areas to work closely with their local businesses and identify unmet skills that local employers need from their workers. Since the Initiative has begun, skills gaps at the local level for locally defined target industries have been identified and areas have begun to implement strategies to ensure that workers are trained to these skill levels and thus, satisfy the skill requirements of these employers.

D. What strategies are in place to promote and develop ongoing and sustained strategic partnerships that include business and industry, economic development, the workforce system and education partners (K-12, community colleges, and others) for the purpose of continuously identifying workforce challenges and developing solutions to targeted industries' workforce challenges? (s112(b)(8))

The Business Services Teams represent partnerships among workforce system agencies involved in serving business and industry, including business representatives with DWD and business representatives with local Workforce Investment Boards. Some of the teams have included representatives from economic development and education on their teams as well, adding a comprehensive approach to workforce and education. The business representatives and the local Business Services Teams are encouraged to give priority of service to the state's eight targeted industries.

DWD's Business Representatives provide Human Resource Diagnostic services to businesses. This is a business solutions approach that goes beyond just selling the labor exchange system. Today's Business Representatives listen to industry needs and make the connection to the appropriate services available for that business. This connection may include hiring needs, training needs, tax credit information, access to state incentives, contacts to representatives for transportation or permitting issues, small business assistance and many others. The Business Representatives customize recruitment needs for business which is great customer service and reduces businesses' hiring and prescreening costs. The Business Representatives are also actively involved in the state's Business Retention efforts. They contribute their expertise and time to the local Business Retention Teams which target potentially at-risk businesses and leverage resources in order to save jobs. They work closely with the state and local Rapid Response Coordinators to continuously identify challenges.

The state recently revitalized the Missouri Employer Committee (MEC) specifically to promote a more demand-driven system. Previously, members were primarily focused on compliance and labor-related issues, such as unemployment insurance. Now the Steering Committee serves as an advisory group to DWD on workforce and economic-related issues. New members have been assigned to the MEC Steering Committee and they represent viable industries within the state, such as General Motors, Tracker Marine and Kraft Foods. This committee has established specific goals and tasks with measurable outcomes that focus on advising DWD and ensuring the outcomes are achieved.

Recently, Missouri implemented a Career Advancement Account (CAA) program which specifically targets the automotive sector – one of the state’s eight targeted industries. Self-managed accounts for training assistance is available for workers affected by layoffs in the automotive sector or for incumbent workers within the automotive sector to upgrade their skills. DWD is continuously looking for and identifying workforce challenges in Missouri’s public workforce system.

E. What state strategies are in place to ensure that sufficient system resources are being spent to support training of individuals in high growth/high demand industries? (ss112(b)(17)(A)(i) and 112(b)(4)(A))

The Skilled Workforce Initiative (SWI) provides funding to encourage local workforce boards to develop projects that specifically meet the training needs identified in selected targeted industries. Under this initiative, there are numerous examples of local planning consortiums coming together to craft customized talent solutions to the root causes of labor and skill shortages in industries that drive Missouri’s economy. One of the current projects that specifically addresses such a need is the St. Louis multi-region Nursing Retention Coaches program. In order to maintain the supply of nurses in the local training programs, this project provides retention coaches to ensure that all nursing candidates are given all the eligible resources needed to assist them with their training and keep them in the nursing program. This program, which began in 2006, provides retention coaches for four local college nursing programs in the region, and has successfully assisted over 600 nursing candidates, who otherwise may have dropped out of their training programs.

In 2007, Missouri was selected to participate in the Career Advancement Account (CAA) demonstration for the automotive industry sector. CAAs are self-managed accounts that serve as an important new training tool to skill-up workers impacted by changes in the automotive industry. These accounts will be used to provide funds directly related to education and training for Missouri’s high growth, high demand industries.

As mentioned in Section I, the OneKC WIRED initiative’s mission is targeted to address the needs of employers, build long-term sustainable capacity enhancement, develop pipelines of new workers from underrepresented and dislocated worker populations, and provide economic development and job opportunities that enhance to overall prosperity of the area. The OneKC WIRED initiative will take current systems and structures supporting the key growth sectors – manufacturing, biotechnology and healthcare – to the next level by implementing new efforts to integrate an e3 connection of employer-education-economic development for long-term, regional growth.

Within the health care industry specifically, regional leaders are expanding nursing school enrollment through a clinical faculty academy. Kansas City area hospitals have agreed to re-deploy 40 full-time equivalent nurses from their nursing staffs to serve as clinical adjunct faculty with area nursing schools. In exchange, area nursing schools have agreed to increase enrollment by 20 percent or approximately 200 additional nursing students. To achieve this vision of expansion of capacity, the Clinical Faculty Academy

(CFA) was created to prepare hospital-employed nurses for their new roles as educators. CFA will result in the production of curricula, classroom materials, educational research, web-based references, and business plans that would be available to other communities and offered on a fee-for-service basis as part of leveraged and replicable approach toward broadening the number of nursing faculty. Further, steps to expand capacity in healthcare include the development of an Academy Track for Nurse Re-entry program to provide incentives for returning nurses to provide for re-entry/refreshers training but also to utilize their experience in the classroom to future nursing students. Additional efforts will include an academy track for preceptors and mentoring for practicing nurses to design curricula necessary to improve the retention of existing nurses. Also requisite is the development of a regional scholarship program to increase the capacity of local area educational institutions to enable current nurses to enroll in and complete post-baccalaureate education to develop additional clinical faculty in the future.

Through the OneKC WIRED initiative, another important component is the development of a Life Long Learning Accounts (LiLAs) Program for 100 OneKC WIRED participants as a demonstration project. This initiative will serve as a 401K education savings account where employees and employers match dollar-for-dollar to aid the employee in attaining additional training opportunities as well as aid the employer with an attractive retention tool with their current workforce.

To assist in those efforts, DWD, along with other partners in the talent development system, has instituted the use of WorkKeys at its Career Centers. Participants are given the WorkKeys Pre-Test to determine their skill levels in Reading for Information, Locating Information and Applied Mathematics. Upon review of their test scores the participants may be enrolled in one of the various training programs to improve areas where deficiencies in skills exist.

Missouri offers industry training programs to eligible businesses to train workers in high wage job creation and job retention efforts in conjunction with economic development incentives. These programs are operated by local educational agencies. The Missouri Job Development Fund is the Department of Economic Development's funding source for the Missouri Customized Training Program. This program allows the state to provide training to new and expanding businesses. Funding is also used to retrain employees of existing businesses to retain businesses through both direct training and increasing employee skills.

The Missouri Community College New Jobs Training Program provides an incentive for the creation of new jobs by providing education and training of workers for new or expanding industries. The Missouri Community College Job Retention Training Program provides an incentive for the retention of existing jobs by providing education and training to workers in retained jobs. Funds for this program were first appropriated in FY 2006.

Finally, to assist in the program efforts explained above, DWD, along with other partners in the talent development system, has instituted the use of WorkKeys at its Career Centers. Participants are given the ACT WorkKeys tests in three areas: Reading for

Information, Locating Information and Applied Mathematics. Sufficient test score levels in these areas constitute the award of the MoCRC, as explained in Section 1 of this plan. This strategy also supports the placement of individuals in high growth/high demand occupations by ensuring that individuals are recommended for remediation or appropriate training if they do not score high enough on the assessments. It also provides evidence of credentialed skill areas for faster placement of people with high growth employers who may choose immediate placement of credentialed workers over the cost of waiting for additional training.

F. What workforce strategies does the state have to support the creation, sustainability and growth of small businesses and support for the workforce needs of small businesses as part of the state's economic strategy? (ss112(b)(4)(A) and 112(b)(17)(A)(i.))

Through its Skilled Workforce Initiative, DWD encourages the growth of small business through its Entrepreneurial Training Program. Through the assistance of a U.S. Department of Labor waiver, the program offers capitalization grants to individuals for the purposes of offsetting the costs of starting a business. The program targets entrepreneurs from low-income or dislocated-worker groups.

In addition, FastTrac New Venture workshops are funded through DWD's Dislocated Worker Program. This program is available specifically for individuals who have been laid off and are interested in becoming entrepreneurs. Through this five-day workshop, participants explore the potential for starting their own business, obtaining the skills needed to create, manage and grow successful businesses. DWD encourages all individuals who come into the One-Stop Centers inquiring about entrepreneurial options, to visit the resource center for additional resources.

Governor Blunt was instrumental in the passage of an economic legislative package that has spurred economic growth with the Missouri Quality Jobs Act. One of the three target programs included in the legislation is the Small Business and Expanding Business Program. Small businesses have the opportunity to receive assistance from this program if they offer basic health insurance for new employees in new jobs and pay at least 50 percent of health insurance premiums for all parts of the program. The new jobs that are created must be at or above the county average wage. In return, these small businesses keep a portion of withholding taxes paid to employees in newly created jobs.

G. How are the funds reserved for statewide activities used to incent the entities that make up the state's workforce system at the state and local levels to achieve the Governor's vision and address the national strategic direction (identified in Part I of the State Planning Guidance)? (s112(a))

In 2006, Governor Blunt launched the Skilled Workforce Initiative (SWI), which utilizes these reserved funds for projects that addressed five (5) categories: 1) Incumbent Worker Skill Shortages; 2) Youth Skill Shortages and Capacity Building; 3) Micro Enterprise Training and Support; 4) Regional Skills Gaps; and 5) One-Stop Career Center

Enhancements. The innovative demonstration projects that were awarded are assisting with the Governor's vision by providing the training for individuals to obtain and retain good, family-supporting jobs.

The 2007 SWI will utilize the 15% funds up to a two-year reporting period in the following categories: 1) Talent Acquisition and Development; 2) Micro Enterprise Training and Support; and 3) One-Stop Career Center Enhancements. Again, the projects awarded will provide the training that leads to quality, high-paying jobs for Missourians.

Missouri also uses 15% Governor's reserve funds for demonstration projects at the state and local levels to help create new jobs for Missouri. Projects that have been funded recently include entrepreneurial/business training using the First Steps FastTrac and New Venture curricula. The entrepreneurial training targets low-income citizens, women, minorities, and entrepreneurial college students with a strong focus on WIA participants to become self-sufficient. Entrepreneurial training also provides business management training using curricula targeting individuals interested in starting business ventures and assisting existing businesses enhance their business management skills. Missouri assists businesses to retain existing and create new jobs by providing OJT and specialized classroom instruction.

H. Describe the states strategies to promote collaboration between the workforce system, education, human services, juvenile justice and other systems to better serve youth that are most in need and have significant barriers to employment, and to successfully connect them to education and training opportunities that lead to successful employment. (s112(b)(18)(A))

Missouri is identifying the cross-agency partners that will increase collaboration with the new youth target populations. Youth councils have been developed in the local regions, and through these councils the state anticipates stronger collaboration. Missouri recognizes that youth represent a population that businesses need to access, and therefore, have developed strategies to train youth in high-growth, high-demand jobs. The Missouri's Shared Youth Vision Team is collaborating with the Department of Public Safety's Juvenile Justice programs, the Department of Elementary and Secondary Education, Job Corps as well as the Department of Social Services' Family Support Division and Division of Youth services to better serve youth that are most in need and have significant barriers to employment, and to successfully connect them to education and training. Along with the JMG Program, DWD has described youth projects funded under DWD's Skilled Workforce Initiative that serves the neediest youth.

To augment Governor Blunt's vision, DWD will explore other states that have proven state youth councils. Information will be collected regarding promising practices for how to establish a state youth council. This will be done in anticipation of MTEC forming a state youth council in the future.

I. Describe the state's strategies to identify state laws, regulations, and policies that impede successful achievement of workforce development goals and strategies to change or modify them. (s112(b)(2))

DWD has staff that serves in a legislative liaison capacity between the Governor, the legislature and its partner agencies. They serve to effectively monitor state laws and regulations that may impact the Missouri workforce investment system or impede the success of its goals. Collectively, they effectively inform and advise the state board (MTEC) of policy implications and the need for changes as they arise.

A workgroup made up of staff from DWD and the Division of Employment Security (DES) meets regularly to address workforce development goals. When legislation like HB 1456, enacted in 2006, clarified language in Missouri's UI law making it clear that staff of the One-Stop Career Center system have a role in the UI work test, the UI Workgroup met to implement the changes to the Missouri UI law. An implementation plan was developed that included a statewide training program for One-Stop Career Center staff jointly conducted by DWD and DES. The UI Workgroup continues to meet to address UI/workforce issues.

The Guard at Home program was established through Missouri legislation with an effective date of August 1, 2006 to help the spouses of Missouri Guard and Reserve troops who have been activated in defense of our country and to assist those troops upon their return home. Elements in the legislation and requirements of the funding sources required DWD to carefully develop guidelines for local WIBs and One-Stop Career Center staff. An extensive campaign to raise public awareness was undertaken to reach potentially eligible guard members and their families.

The state board is responsible for studying and identifying barriers to the success of the system, and making recommendations regarding the improvement of the state's employment and training delivery network. The state board will propose a statewide employment and training policy, or propose changes and policy guidance to the Governor's Office for any consideration of changes to state laws that may impede the success of the public workforce system in Missouri.

The Temporary Assistance for Needy Families (TANF) block grant provides cash 'welfare' assistance and mandates employment and training services to low-income families. This was the key "Welfare Reform" legislation first authorized in 1996, and reauthorized as a part of the Deficit Reduction Act (DRA) of 2005. It became effective with the publication of regulations on June 29, 2006. In essence, the regulations removed major adjustments in the state's requirement to place 50% of TANF recipients in a "work activity," requiring some substantial need for adjusting state regulations. One of the more critical regulations was recently filed and will be published in early July 2007 that will require anyone applying for Temporary Assistance to make substantial contact with DWD's Career Assistance Program provider prior to approval of benefits. This "immediate engagement" rule will ensure all new applicants a strong initial connection

with providers of required work activities and enhance the ability to meet a 50% work participation rate in Missouri.

J. Describe how the state will take advantage of the flexibility provisions in WIA for waivers and the option to obtain approval as a workflex state pursuant to section 189(i) and section 192.

Instead of waiting for WIA reauthorization, DWD has been proactively addressing Missouri's economic needs by pursuing flexibility available under waiver provisions in WIA. Governor Blunt requested 11 waiver requests this past program year and nine were approved. These waivers provide many of the tools needed to ensure customers, both employers and job seekers, succeed in this competitive global market. Through these waivers, Missouri will continue to provide improved, innovative and adaptable solutions to the needs of business and industry. Missouri requested and received USDOL approval for a two-year extension for the following approved waivers:

- Deobligation/Reobligation Policy
- Utilize up to 10% local area funds to be used for statewide activities
- Approved increase from 20% to 100% transfer between Adult & Dislocated Worker funds
- Allow Individual Training Accounts for Older Youth
- Eligible Providers of Youth Activities – competitive bid option
- Allow Local Regions to Provide the Ten Youth Program Elements as
- Options Available to Youth Participants
- Allow Local Regions to Provide 12 month follow-up as option – based on circumstances of customer
- Waiver to Allow the Governor to Utilize 25% of WIA Dislocated
- Worker/Rapid Response Funds as Statewide Activity Funds (NOTE: This waiver will be requested at 100% - see Attachment 6)
- Minimize data capture requirements (IWT)
- Increase OJT Employer Reimbursement to 75% for Small Businesses
- Capitalization Funds of Small Business in concert with Entrepreneurial or Micro Enterprise Training (up to \$5,000)

Missouri's approval of these waivers has made a significant impact on the workforce system and in particular for the SWI. Two of the waivers have assisted in successfully initiating two projects: the Incumbent Worker and the Micro Enterprise projects.

The State of Missouri obtained approval for these same waivers for Program Years 2007 and 2008, except DWD is including a revised waiver request on the waiver which allows WIA Dislocated Worker funds to be used as Statewide Activity funds from the previously approved 25%, up to 100%. Also, Missouri re-submitted the Common Measures Waiver as discussed in other sections of this plan.

DWD will be requesting an extension for these waivers through June 30, 2009, by including an abbreviated waiver request (Attachment 5) that references the original waiver plan submission.

VI. MAJOR STATE POLICIES & REQUIREMENTS

Describe major state policies and requirements that have been established to direct and support the development of a statewide workforce investment system not described elsewhere in this plan as outlined below. (s112(b)(2))

- A. *What state policies and systems are in place or planned to support common data collection and reporting processes, information management, integrated service delivery and performance management? (ss111(d)(2) and 112(b)(8)(B))*

State policy direction has continued to focus on data integrity and service integration. Missouri's Toolbox case tracking system, originally developed for WIA implementation in 1999, is being re-imagined to be even more customer focused. Toolbox will continue to build customer data from its jobseeker public portal, allowing easy transition to staff assisted services without requiring redundant data gathering. Additional data exchange with partner agencies will ease burdens on staff and customers to locate and enter data, as well.

The new system will be implemented in phases during the fall of 2007 and will continue to be enhanced into 2008. Additional reporting functionality will be developed that will be enhanced and supported by JOBSTAT, leading to continued integration and continuous improvement. The JOBSTAT state team will analyze data, identify issues, and recommend policy changes. Additionally, the state JOBSTAT team will support local JOBSTAT teams that will continually analyze data to discover improvement opportunities and integration possibilities at the local level.

The Toolbox system will rely heavily on customer employment plans, deriving need for services only upon the need of the customer. This customer focused approach minimizes focus on program need and reduces program competition, leading to more integration of service delivery. As data is entered locally, results and reports will be available statewide, by area, by Career Center and eventually by sub-contractor. This consistency of statewide data leads to stronger integrity and better ability to share "best practices" and focus on strengths within the delivery system.

The State of Missouri's workforce case management system, Toolbox, contains data on clients' workforce services, activity dates, case notes, and performance outcomes (discussed further in Section X, A). Training in this common case management system provides integration of information and policy for application of the system among several partner agencies toward common service delivery.

As discussed in Section V, DWD is implementing JOBSTAT to proactively monitor performance. JOBSTAT will begin with a State Team, made up of one local performance expert from each region and a few program staff from Central Office and convene a meeting of the minds. The team will analyze reports about individual programs, combined programs, locally developed reports, and so forth, to create "workforce intelligence." As DWD implements JOBSTAT, continued analysis of

performance measures across programs, in an unduplicated manner, will focus on the importance of integration. DWD's JOBSTAT Team and local teams will look not only at program performance across LWIAs (and Career Centers), but also unduplicated data by LWIA (and Career Center) to evaluate positive or negative influence from a particular area of the state. The cross-cutting measures primary to this effort will be Entered Employment Rate, Retention Rate, Earnings Average and Work Participation (TANF).

Integrated case management is also supported by the following policies: *DWD Issuance 07-01 Service Integration Guidelines, 15-01 Dual Enrollment Guidelines (including 15-01 Change 1), 05-03 Youth Council Toolkit Resource Guide, Career Assistance Program Policies and Procedures Manual, Dislocated Worker and Rapid Response Policies and Procedures Manual, and Workforce Resource Mapping Manual.*

As introduced in Section III.C.1., DWD's *Worksmart Missouri* website is an internal workforce professional resource. On this website, workforce practitioners can:

- Access workforce information in the News or *Workforce Weekly* archives of the "Communicate" section, or in the virtual Reading and Audio Rooms of the "Educate" section.
- Find program Issuances, Implementation Guides, and Reports in the "Regulate" section.
- Share performance improvement, service delivery best practices on the "Innovate" section; or find award-winning examples of excellent and innovative workforce accomplishments in the "Celebrate" section.

B. What state policies are in place that promote efficient use of administrative resources, such as requiring more co-location and fewer affiliate sites in local One-Stop systems to eliminate duplicative facility and operational costs or requiring a single administrative structure at the local level to support local boards and to be the fiscal agent for WIA funds to avoid duplicative administrative costs that could otherwise be used for service delivery and training? The state may include administrative cost controls, plans, reductions and targets for reductions, if it has established them. (ss111(d)(2) and 112(b)(8)(A))

The state board has provided guidance to the local boards regarding co-location and the savings of administrative funds when allocating costs to local partners integrated within the one-stop system. This document, *Cost Allocation Plan Guidelines*, was written to provide methods and tools to help negotiation processes, and provide a cost savings to the WIA system. It has been the state's policy to utilize the guidance and ensure that each Missouri Career Center (One-Stop Center) has developed a cost allocation plan, and that it indicates each partner's share of the one-stop system's operational costs.

With the implementation of integrated management in the One-Stop Career Centers all staff will report to the One-Stop site manager (OSSM) for functional supervision.

This has allowed for the removal of a level of supervision of DWD field staff. Regional managers will be phased out since only administrative supervision occurs through DWD hierarchy.

C. What state policies are in place to promote universal access and consistency of service statewide? (s112(b)(2))

In order to ensure quality standardization and continuous quality improvement, MTEC approved the Missouri Career Center Chartering Criteria. These criteria set minimum standards but also include a continuous improvement matrix based on the Malcolm Baldrige principles. The criteria also outline minimum integration structures to ensure that every customer has universal access to all services available at the centers. The LWIBs have begun developing their applications for the Missouri Career Center Charter and it is anticipated that the 40+ Career Centers will attain at least the first level of charter by June 30, 2008.

In addition to the chartering process, DWD is in the process of implementing integrated functional management. This methodology of Career Center management focuses on the day to day operation of the center rather than individual siloed programs. One individual is responsible for improving integration in each center and reports to the LWIA on the center's programmatic performance.

To view the Missouri Career Center Chartering Criteria, please visit http://www.ded.mo.gov/upload/missouri_chartering_criteria_final.doc.

The vision for Missouri's workforce system is to increase the quality of services provided to Missouri businesses as well as improve the consistency and quality of Missouri Career Centers through a professional workforce. DWD has implemented a Workforce Development Professional certification process that utilizes a competency-based approach of aligning knowledge, skills and abilities (education and experience), references, adherence to a Code of Ethics and professional affiliation; i.e., membership in the Missouri Association of Workforce Development (MAWD). These criteria are aligned with the National Association of Workforce Development's certification system. MAWD is a state association that supports career and technical training as well as workforce development.

In order to ensure that the products DWD has to offer the customer are consistently presented statewide, a MAWD certification policy has been developed for the Missouri Career Centers, including procedures to improve workforce services provided by its employees. Increasing skill sets of case managers via this certification process and training is part of the strategic plan in improving the quality and consistency of Missouri Career Centers and DWD products.

As discussed in Section 1, the Alchemy SISTEM™ implements consistency in training throughout the workforce system, by utilizing standard format and subject matter content.

D. What policies support a demand-driven approach, as described in Part I? “Demand-Driven Workforce Investment System”, to workforce development – such as training on the economy and labor market data for local board and One-Stop Career Center staff? (ss112(b)(4) and 112(b)(17)(A)(iv))

MERIC has delivered a series of products and services that provide training to the local boards and Missouri Career Center staff, such as: 1) hosting a series of regional trainings with local staff and administrators on the use of workforce intelligence; 2) unveiling of the 2007 economic report for Missouri; 3) releasing the Target Industry Cluster report; and 4) Training and Education for Tomorrow’s Workforce, which identifies future demand for knowledge, skills and abilities. Through these and other products that will soon be developed (e.g., regional target industry cluster analysis), MERIC has and will continue to identify the occupational and industry clusters and related skills information needed by areas to support the strategic vision of a demand-driven approach to workforce investment development.

Since 1983, Missouri has annually sponsored a Governor’s Conference on Workforce Development, using nationally recognized trainers and service providers that have outstanding programs to promote best practices among Missouri service providers. As indicated in Section V.A., this conference will be part of the streamlined, unified DED Conference in 2007.

Another strategy for supporting a demand-driven system through training is the continued development and redevelopment of the Business Services Plans. In order to ensure effective and relevant Business Service Plans, DWD is sponsoring a series of training sessions (“Phase II”) for the Business Services Teams. Facilitated by a nationally recognized consultant, the Phase II Business Services Team Training is a series of four workshops during 2007 that entail a customized review and update of each region’s Business Services Team Plan, including current economic and labor market data. On an ongoing basis, DWD will implement follow-up reviews of the Business Services Teams to gauge activity levels and success through its business representative network.

Through the Governor’s Conference on Economic and Workforce Development, as well as individual specialized sessions, DWD has hosted several training sessions that feature best practices from other states. These include the Michigan’s Business Solutions Team and the Pennsylvania Steel Valley Authority’s business retention efforts. The specialized sessions provide valuable hands-on information that can be adapted to Missouri’s specific needs.

The ongoing support for and involvement with the Missouri Employer Committee (MEC) provides an ongoing mechanism for immediate and direct customer feedback from the business community. The State Steering Committee meets four times a year and always sets an agenda that includes feedback on workforce and economic development issues. In addition, the 37 active local MECs regularly host seminars that feature subject matter experts presenting on a variety of Human Resource-related

topics such as recruitment, training, Worker's Compensation, Violence in the Workplace, and many others.

In addition, DWD's regional coordinator staff regularly attend local WIB meetings to provide technical assistance to the local boards and youth councils. Division staff will continue to provide training and technical assistance on best practices and procedures to local boards, youth councils and service providers.

MERIC has made it a priority to partner and consult on a continuing basis with the Local Workforce Investment Boards to identify and provide needed workforce intelligence for strategic planning and for responding to rapidly changing economic conditions and locally driven initiatives.

To provide more comprehensive and demand-driven technical support to local workforce boards and Career Centers, MERIC has instituted a comprehensive outreach effort and assigned a dedicated staff member to each of Missouri's 14 local workforce boards. Termed WIA Liaisons, these nine staff members are responsible for: (a) acting as the primary contact person and MERIC liaison to their assigned boards; (b) providing and coordinating technical assistance as requested by boards and Career Centers; (c) making at least two initial visits to their boards within the first year of the outreach effort; (d) making at least two visits to one or more Career Centers within their area in the initial year; (e) establishing and maintaining effective working relationships with key members of their boards and Career Center staff; and (f) gauging customer satisfaction and feedback. After the initial program year of the outreach effort, MERIC's WIA Liaisons plan to continue to visit their local areas in conjunction with major product releases. MERIC is also taking advantage of electronic media and training systems to announce and deliver additional products to WIBs in a timely and cost effective manner.

- E. *What policies are in place to ensure that the resources available through the federal and/or state apprenticeship programs and the Job Corps are fully integrated with the state's One-Stop delivery system? (s112(b)(17)(A)(iv))*

Initiatives are being developed in conjunction with DWD Business Representatives and other members of Business Services Teams to work with U.S. Department of Labor Office of Apprenticeship (USDOL OA) to encourage and educate all partner staff and employers in the benefits of apprenticeship sponsorship. These representatives will bring employers in high growth partner industries, Missouri's targeted industries and traditional partner industries together to expand the apprenticeship programs in Missouri.

WIA staff and One-Stop partners will coordinate with USDOL OA staff to bring apprenticeship information to the regions in order to promote opportunities available through apprenticeship programs that will improve Missouri worker productivity through a skilled workforce.

In addition, state and regional representatives from the Office of Apprenticeship Training will be invited on a regular basis to WIB, MEC, the Missouri Association for Customized Training (MACT), MTEC and any other appropriate groups to meetings in order to coordinate training delivery and further maximize resources. DWD staff is coordinating with USDOL OA staff to develop a crosswalk that highlights the similarities between USDOL high-growth industries and Missouri's targeted industries.

USDOL OA will be encouraged to attend all job fairs, conferences and anything that relates to the promotion of business and skilled workforce to advance apprenticeship sponsorship in Missouri.

The USDOL OA staff will work with the Rapid Response Unit and representatives from the AFL-CIO to promote the initiative to individuals losing their jobs.

The Skills to Build America's Future Initiative is a partnership to bring construction trade industry representatives and worker representatives together to build national awareness of the importance of skilled workers and the impact it has on the nation, as well as Missouri's economy.

All Missouri Career Center staff are knowledgeable of the Job Corps program and referral systems are in place at all Career Centers. Individuals who have been recruited to the Job Corps program by one of the three Missouri Job Corps Centers or the staff of Dynamic Educational Systems, Inc. and have completed their training can receive job placement services at the local Missouri Career Center. They can consult with the specialist on the labor market in the area and for possible job leads in their chosen trade.

VII. INTEGRATION OF ONE-STOP SERVICE DELIVERY

Describe the actions the state has taken to ensure an integrated One-Stop service delivery system statewide. (s112(b)(14) and 121)

- A. *What state policies and procedures are in place to ensure the quality of service delivery through One-Stop Centers, such as development of minimum guidelines for operating comprehensive One-Stop Centers, competencies for One-Stop Career Center staff or development of a certification process for One-Stop Centers? (s112(b)(14))*

Section V. describes the Missouri Career Center Chartering Criteria being implemented to ensure quality standardization and continuous quality improvement. This initiative will apply standards for all Missouri Career Centers, addressing both the quality of the facilities and the quality of services provided through those facilities. These criteria set minimum standards but also include a Continuous Improvement matrix, based on the Malcolm Baldrige principles. The criteria also require that the centers develop an extensive business plan, which includes signature pages and may serve as the memorandums of understanding for all partners in the center.

With chartering in mind, DWD included in its Skilled Workforce Initiative a One-Stop Enhancement Grant to assist LWIBs in improving infrastructure and training approaches. Seven LWIBs were awarded more than a total of \$1.2 million to fund projects ranging from building expansions to technology improvements. The recipients of the grants are positioning their Career Centers to be some of the first to be chartered.

In addition to the chartering process, DWD is in the process of implementing integrated functional management, as outlined in Section V. This methodology of Career Center management focuses on the day-to-day operation of the center rather than individual siloed programs. One individual is responsible for improving integration in each center and reports to the LWIB on the center's programmatic performance.

DWD developed a career ladder plan for Career Center staff, which encourages professional development through training and certification. To obtain Missouri Association for Workforce Development (MWDP) certification (See Section VI.C.), training based upon the MAWD and National Association of Workforce Development Professionals (NAWDP) competencies is offered to prepare staff for a competency-based exam and certification. Five instructor-led training courses are provided and curriculum is being prepared for conversion to Alchemy SISTEM™ to provide online training opportunities. DWD has made courses available to all Career Center staff and encourages them to pursue professional development opportunities. Such professional certification and all associated training will assist in the transition of frontline staff from employment interviewer to skill developer. DWD now has 235

MWDP certified staff who participate in ongoing professional development and training sessions to meet the recertification criteria.

In addition to these initiatives, DWD continues to provide monitoring and technical assistance through its continuous review process.

B. What policies or guidance has the state issued to support maximum integration of service delivery through the One-Stop delivery system for both business customers and individual customers? (s112(b)(14))

DWD's leadership in the implementation of the Business Services Teams has maximized integration of the demand-side of services. The Business Services Team Training is a catalyst for business services staff from across different agencies to work together in developing a plan in which they have ownership. The exercise promotes team building and helps to tear down the "Us versus Them" mentality. The successful plans strengthen partnerships, provide for seamless and appropriate services, and improve overall customer service to businesses. They also contain protocols for coordinating business contacts among the One-Stop partners while ensuring local workforce services are demand-driven, promote economic security for local communities, and streamline delivery of business services. Teams meet regularly to ensure businesses are provided coordinated, single-point-of-contact services.

The Skilled Workforce Initiative also integrates services for its business customers. SWI's Business Retention Program requires participating local workforce regions to partner with the primary economic development organization. A designated Business Retention Coordinator serves as lead to the local Business Retention Team, which is comprised of a variety of members that impact economic development and retention activities. These include economic developers, the community colleges (or local educational agencies), utility companies, organized labor, rapid response coordinators, DWD and WIB Business Representatives, and others. SWI's Entrepreneurial Program also features service integration by promoting partnerships between the workforce region and local small business development centers (SBDC). In most participating regions, the Workforce Investment Board (through service providers) oversees awarding capitalization grants while the SBDCs offer the required entrepreneurial training. Both of these SWI categories require leveraged resources for the purposes of integration and sustainability.

Also, see Section V. for the integrated management system that consolidates the management of programmatic services in Missouri Career Centers under a "One-Stop site manager" who would exercise authority over all staff delivering services through the One-Stop Career Center regardless of funding source. One-Stop site managers are charged with responsibility for coordination of services and performance outcomes across all programs. Employing agencies retain "formal" supervision of staff but "functional" supervision rests with the One-Stop site manager who is focused on the most efficient and effective application of resources in the One-Stop Career Center.

- C. *What actions has the state taken to promote identifying One-Stop infrastructure costs and developing models or strategies for local use that support integration?(s112(b)(14))*

A *Cost Allocation Plan Guidelines* document was developed through the state board and is designed to provide guidance to managers and administrators who share office space or integrate services with other service providers. It also serves negotiators who represent the various agencies in establishing co-located and/or integrated services with local partners. This document also goes beyond simple direct cost-sharing, and provides a guide to joint/indirect cost allocation alternatives. Cost allocation and resource sharing agreements will now be required to be a part of the business plans required for centers to be recognized under the One-Stop Chartering guidelines.

A cost allocation plan was developed for each Missouri Career Center to ensure that each partner works toward bearing its fair share of the costs of maintaining the center.

Under the Skilled Workforce Initiative's One-Stop Career Center Enhancements category, service integration is strongly encouraged. In particular, LWIBs were asked to include in their proposals new service integration models that strive to manage job seeker services as a center, rather than as individual programs. Successful models would ensure that individual program goals would not be lost, but would simply fit within the overall business philosophy of the center and shared by all partners.

- D. *How does the state use the funds reserved for statewide activities pursuant to (ss129(b)(2)(B) and 134(a)(2)(B)(v)) to assist in the establishment and operation of One-Stop delivery systems? (s112(b)(14))*

Section V.E. discusses the Skilled Workforce Initiative, Missouri's new collaborative, performance-based approach in utilizing WIA 15% discretionary workforce funds. One of the categories makes significant investments in the One-Stop infrastructure to ensure that Missouri Career Centers remain relevant in today's economy and offer quality customer service.

As discussed in Section I, Missouri invested discretionary and operational funds into the Alchemy SISTEMTM which provides online training opportunities that are made available through statewide activity funding. DWD continues to make courses available to all Career Center staff and encourages them to pursue professional development opportunities.

- E. *How does the state ensure the full array of services and staff in the One-Stop delivery system support human capital solutions for businesses and individual customers broadly? (s112(b)(14))*

MTEC approved and DWD is implementing a set of quality improvement and standardization criteria through its One-Stop Chartering initiative. These criteria

outline minimum integration, service delivery, and infrastructure requirements while encouraging continuous quality improvement. Further, the state is moving the One-Stop from a job search entity to one that focuses on talent and skill development, improving the skills of the human capital and providing more qualified candidates to business and industry.

Missouri recognizes that in today's global economy, the most important economic development asset in a community is the skill and talent of its human capital pool. Missouri's workforce development system is dedicated to addressing the needs of both businesses and job seekers to ensure the continuing economic prosperity of the state.

The Missouri Career Centers are shifting focus in regards to their services to job seekers. In the past, centers were set up for the "jobs first" mentality, where customers were matched with a job, any job, and it was assumed that they could receive the necessary training on the job. The centers are now focusing on a "skills first" mentality, transforming the resource rooms to skill development centers where job seekers can enhance their proficiencies in basic competency areas. This "skills first" approach will provide businesses with a human capital pool that is qualified to perform the duties needed to ensure the success of their entities.

DWD's Business Representatives provide Human Resource Diagnostic services to businesses. This is a business solutions approach that goes beyond just selling the labor exchange system. Today's business representatives listen to industry needs and make the connection to the appropriate services available for that business. This connection may include hiring needs, training needs, tax credit information, access to state incentives, contacts to representatives for transportation or permitting issues, small business assistance and many others. The Business Representatives customize recruitment needs for business which is great customer service and reduces businesses' hiring and prescreening costs.

VIII. ADMINISTRATION & OVERSIGHT OF LOCAL WORKFORCE INVESTMENT SYSTEM

A. Local Area Designations

1. Identify the state's designated local workforce investment areas and the date of the most recent area designation, including whether the state is currently re-designating local areas pursuant to the end of the subsequent designation period for areas designated in the previous state plan. (s112(b)(5))

The state anticipates keeping the same 14 local workforce investment areas designated in 1999 for the original Workforce Investment Act. A map of the designated local workforce investment areas is included as Attachment 3 to this plan.

Although the state anticipates keeping the current LWIA designations, it also recognizes the necessity to plan and act in response to regional economic factors that transcend imaginary geo-political boundaries. Through the WIRED project and the Skilled Workforce Initiative, Missouri's LWIBs are networking talent assets within regional economies. Regions within Missouri that are composed of multi-state and multi-LWIAs are:

- Four-State Health Professions Consortium
- Greater St. Louis Talent Alliance
- OneKC WIRED
- Commerce Corridor of Southeast Missouri WIRED
- Heart of Missouri Entrepreneurship WIRED (Unfunded)
- Tri-State Development Summit

Priority will be given in the 2008 Round Three of the Skilled Workforce Initiative for innovative approaches that address shortages in these already developed regions as well as to innovative planning opportunities for those areas not already included in a regional initiative. The goal of these regional approaches is to better align workforce strategies with regional economic development needs. See Attachment 10 for a map of existing regional initiatives and future opportunities for regional planning and transformation.

2. Include a description of the process used to designate such areas. Describe how the state considered the extent to which such local areas are consistent with labor market areas: geographic areas served by local and intermediate education agencies, post-secondary education institutions and area vocational schools; and all other criteria identified in 116(a)(1) in establishing area boundaries, to assure coordinated planning. Describe the state board's role, including all recommendations made on local designation requests pursuant to section 116(a)(4). (ss112(b)(5) and 116(a)(1))

The local workforce investment areas were designated via a process that involved University-based research, analysis, careful deliberation and extensive public comment opportunities by state board members, partner agency staff, workforce investment boards and local elected officials. This workforce area designation research included numerous meetings and conference calls over a 14-month period by state and local staff and consultants.

3. Describe the appeals process used by the state to hear appeals of local area designations referred to in ss112(b)(5) and 116(a)(5).

Although the state does not anticipate a re-designation process, the appeals process used in the original designation was as follows:

In accordance with Section 116(a)(5) of WIA and 20 CFR 661.280, a unit of local government (or combination of units) which has requested and been denied designation as a workforce investment area under WIA may appeal the denial to the state board. Such appeals shall be in writing and signed by the chief elected official (or a majority of the chief elected officials, if the workforce investment area is a combination of units of local government). Such appeals must be received by DWD, on behalf of the state board, within 30 days of the designation of workforce investment areas by the Governor. For initial designation, appeals must be received within 30 days of submittal of the state plan. DWD will present appeals received to the state board, who will consider the appeal within 90 days of receipt.

The state board may request that the Governor reconsider the designation if: (a) the local area meets the automatic or temporary and subsequent designation requirements, (b) the appeal request demonstrates that the residents of the unit of local government will be denied One-Stop workforce investment services, or (c) the unit of local government was not accorded procedural rights under the workforce investment area petition process. The appeals should be mailed or hand delivered to:

Director
Division of Workforce Development
421 East Dunklin Street
P.O. Box 1087
Jefferson City, Missouri 65102-1087

B. Local Workforce Investment Boards

Identify the criteria the state has established to be used by the chief elected official(s) in the local areas for the appointment of local board members based on the requirements of section 117. (ss112(b)(6) and 117(b))

The local planning guidance follows the requirements as outlined in the Act. The state utilizes the federal guidelines in order to meet compliance, and the State Plan Review Team ensures that these plans meet the criteria outlined in the federal regulations.

C. How will your state build the capacity of local boards to develop and manage high performing local workforce investment systems? (ss111(d)(2) and 112(b)(14))

One of the best ways to build the capacity of the local level is to ensure that workforce boards are strong. In 2006, DWD in partnership with MTEC and four local boards conducted a national study of exemplary LWIAs. On November 13, 2006, their report was issued outlining critical success factors and the roles boards play to improve the competitiveness of their workforce and economies.

Since the report publication, DWD is utilizing the information from this study to develop technical assistance for local boards, leading to an improved workforce system for the local regions. DWD is taking steps to provide local boards the tools to ensure they are the best they can be and have a greater impact on their communities by offering *Becoming a Catalyst for Change: The Role of a Workforce Board*. This course, developed by the National Association of Workforce Boards (NAWB), is a full-day experience designed to help local and state Workforce Boards develop the necessary vision, plans, and partnerships to become a “Catalyst for Change.” The content of the course highlights a process for WIBs to build on the workforce system’s resources, authority, and expertise to become a change agent focused on community economic well-being while implementing a demand-driven strategy. Participants identify specific actions that Workforce Boards can take to build credibility, demonstrate the value of the workforce system, and address customers’ needs within the context of a communitywide economic growth agenda. This course will be offered in five locations within Missouri and availed to all LWIA members and their staff.

Using adult learning pedagogy, DWD will be planning additional board capacity building activities to keep the boards engaged after the training through professional development, case studies, mentoring opportunities, and webinars. Through DWD’s partnership with NAWB, the establishment of an Institute for Innovation Academy is currently being explored that would sustain and provide LWIAs nationwide a venue to continue to work and build capacity within the workforce system they serve. It is envisioned to possibly partner with the state university system in credentialing the curriculum. DWD will be supporting these activities with statewide activity funds.

In keeping with the strategic direction of DWD, a revised incentive policy is being implemented to include WIA common measures, Wagner-Peyser common measures, and CAP performance achievement. There are also two other categories of incentive awards envisioned: Fiscal Achievement and Innovation. To be eligible to apply for an incentive, a local area must meet criteria in any of the three categories, but if an area is successful in all three, an additional incentive award will be available. This new incentive is intended to move local areas toward both program achievement and Career Center achievement, to consider stronger fiscal accountability, and to foster creativity and innovation.

By combining five Department of Economic Development conferences, capacity building opportunities between the local economic development councils and the local workforce

investment boards will result in building stronger councils and boards. Semi-monthly DWD Director meetings with the local WIB staff to discuss pressing issues to aid the Boards and regional programs.

In addition to statewide technical assistance for building capacity at the local level, one local Executive Director has taken on the challenge to improve local boards by immersing himself in the national dialogue. Jasen Jones, Executive Director of the Workforce Investment Board of Southwest Missouri, has proven to be an innovative leader and an example to his colleagues in the state. In addition to his role as Secretary of the Training and Employment Administrators of Missouri (TEAM), Jasen is a member of a national “Innovators” network, a distinguished group of local board directors facilitated by Corporation for a Skilled Workforce (CSW) that meets to share innovative and dynamic practices from local level perspectives. CSW also facilitated the WIB benchmarking study. Jasen is committed to sharing what he learns from this group with his counterparts in other LWIAs in the state through his participation in TEAM. In addition, the Southwest Missouri WIB is a member of the National Business Learning Partnership, which develops partnerships with similar LWIAs and economic development entities nationwide in order to share best practices. Enhancing capacity building for LWIAs is not limited to statewide assistance but rather includes cooperation on the local level.

D. Local Planning Process

Describe the state-mandated requirements for local workforce areas’ strategic planning. What assistance does the state provide to local areas to facilitate this process, (112(b)(2) and 20 CFR 661.350(a)(13)) including:

1. *What oversight of the local planning process is provided, including receipt and review of plans and negotiation of performance agreements?*

The State of Missouri mandates local plans from each of the local workforce investment boards, at least annually. These local plans must be submitted to DWD in accordance with planning guidance issued by DWD. The local plans must contain a description of their performance accountability and address their most current local performance agreements. DWD, along with other state partner agency staff participate on a State Local Plan Review Team to ensure that these plans meet federal and state criteria. When local plan modifications are submitted, the State Local Plan Review Team participates in the review and makes final recommendations to either approve the plan or request further documentation to fulfill the requirements mandated.

2. *How does the local plan approval process ensure that local plans are consistent with state performance goals and state strategic direction?*

The state’s Local Plan Review Team ensures that local plans are consistent with the state plan (i.e. performance goals and strategic direction) through their use of the

DWD *Local Planning Guidance Issuance*. This is consistent with the state plan and also updated when USDOL releases its planning Training & Employment Guidance Letters.

E. Regional Planning (*ss112(b)(2) and 116(c)*)

1. Describe any intra-state or inter-state regions and their corresponding performance measures.

Missouri recognizes that regional economies are not limited to the invisible geo-political boundaries that determine Workforce Investment Areas and emphasizes the need for collaboration and cooperation to address these needs of business and industry.

The DWD Skilled Workforce Initiative places higher priority on regional applications that involve multiple LWIAs, and these partnerships have proven successful.

A good example is the Greater St. Louis Talent Alliance. Four St. Louis area LWIBs, St. Louis Regional Chamber and Growth Association (RCGA), Greater St. Louis Inc., IT Coalition/Innovate St. Louis, WorkforceStLouis2.0, and area colleges have come together to design and implement an ambitious initiative for the sustained alignment of the business, human resources development, and employment sectors. The ultimate goal is to strengthen the area's economic competitiveness through a collaborative demand-driven and industry-focused effort aimed at addressing skill and labor worker shortages in the Information Technology sector as a starting point, with the intention of broadening strategic alliances and planning processes to target additional sectors in the future

In addition to the referenced LWIAs partnering among each other, the State has partnered with the State of Kansas in the OneKC WIRED initiative. Seven LWIAs (four in Missouri and three in Kansas), as well as business, education, and economic development partners have combined efforts to address human capital needs within the three high demand industries of health care, advance manufacturing and bioscience within the Kansas City Metropolitan Region. Further, Missouri successfully submitted a 3rd generation WIRED application that will integrate key lessons from OneKC and also connect with the Arkansas Delta WIRED Region.

2. Include a discussion of the purpose of these designations and the activities (such as regional planning, information sharing and/or coordination activities) that will occur to help improve performance. For example, regional planning efforts could result in the sharing of labor market information or in the coordination of transportation and support services across the boundaries of local areas.

As mentioned, the regional partnerships address talent shortages common to areas that are not limited to single LWIAs but are based on local economies. The Southeast

WIRED initiative addresses 14 counties within the State connected to the Arkansas Delta that have been long characterized by high unemployment and poverty. This Region recognized the urgency to re-imagine and accelerate the movement of technology to the marketplace, competitive products to the customer, and the skills to current and emerging workers to a level of global preparedness. This region is working to transform current systems from an economy based on old-line manufacturing that once served the region well to one that embraces the innovation of its businesses, citizens and government. Thanks to enlightened regional leaders who have laid the groundwork, the state has a clear sense of direction for economic development priorities that will align efforts, a unified network of connectivity needed both internally in the region and externally to other regions, and a platform for accelerated action that will serve to create an innovative culture with the states' employers and citizens. Through this new culture, the area will be able to create and maintain a higher standard of living in the new economy.

The Southeast Corridor will promote innovation in the region through defined initiatives and expansion of existing programs that will accomplish four goals: Accelerate Business Productivity and Economic Development in the Southeast Corridor; Accelerate Skills of the Current and Dislocated Workforce; Accelerate Skills of the Emerging Student Pipeline; and Accelerate Entrepreneurship. The primary focus of the program will be the Tier I sectors of: Advanced Manufacturing, Healthcare, and Bio-fuels. During the course of the project, the model will also be applied to the Tier II sectors of Tourism, Agri-business, and Inter-modal Transportation.

3. For inter-state regions (if applicable) describe the roles of the respective governors and state and local boards.

In the current OneKC WIRED inter-state initiative, the Governors' role is that of convener and policy guider. Both states serve on the project's Executive and Steering Committees, ensuring joint oversight and attainment of deliverables. The seven Kansas and Missouri Local Workforce Investment Boards (LWIBs) that serve on the OneKC Regional Workforce Council are within the same 18-county bi-state area covered by the Kansas City Area Development Council. While the Council has no statutory or regulatory authority over the seven LWIAs, it serves as a regional advisory body to develop strategies to coordinate workforce services beyond political jurisdictions. It will take on initiatives collaboratively agreed to by the LWIBs to increase the competitiveness of the region's workforce, including: support for a portable basic workplace readiness credential recognized by both states; support for a common OneKC workforce brand; coordinated industry and business outreach services; development of regional responses to critical skills shortages; and establishment of purchasing compacts to increase buying power for goods and services. Both states have provided leveraged funding in support of technical assistance to the Council over a three-year period.

F. Allocation Formulas (112(b)(12))

1. *If applicable, describe the methods and factors (including weights assigned to each factor) your state will use to distribute funds to local areas for the 30% discretionary formula adult employment and training funds and youth funds pursuant to ss128(b)(3)(B) and 133(b)(3)(B).*

Not applicable.

2. *Describe how the allocation methods and factors help ensure that funds are distributed equitably throughout the state and that there will be no significant shifts in funding levels to a local area on a year-to-year basis.*

The Workforce Investment Act (WIA) funds allotted for services to youth, adults, and dislocated workers are allocated in accordance with the allocation formulas contained in WIA Section 128(b) and 133(b) and Section 667.130 of the WIA Rules and Regulations.

The WIA allotments were released by DOL through the Federal Register on April 6, 2007 (Vol. 72, Number 66) for Title I Youth, Adult, and Dislocated Workers programs as follows:

Adult:	PY 2007	\$ 2,989,198
	FY 2008	<u>13,983,724</u>
	Total	\$16,972,922
Dislocated Workers:	PY 2007	\$ 6,235,033
	FY 2008	<u>15,468,512</u>
	Total	\$21,703,545
Youth	PY 2007	\$18,585,896
	FY 2008	<u>0</u>
	Total	\$18,585,896

3. *Describe the state's allocation formula for dislocated worker funds under s133(b)(2)(B).*

The formula prescribed by the Governor for allocating 60% of the dislocated worker funds is based on six factors that address the state's worker readjustment assistance needs. They are equally weighted factors, each using 16.667% of the formula funding. Listed below are the factors required in WIA, along with the actual data used.

- Insured unemployment data, based on the number of people unemployed in each workforce investment area based on Unemployment Insurance records.

- Unemployment concentrations, based on the number of people unemployed in each ASU.
- Plant closings and mass layoff data, based on prior year Mass Layoff Events Initial Claims data.
- Declining industries data, based on employment change (number of jobs) calculated over the most recent four years for each local area. A relative impact was calculated using the number of jobs lost as a percentage of total employment. Shares of the state total were calculated using the relative impact figures.
- Farmer-Rancher Economic Hardship data, based on employment change (number of jobs) calculated over the most recent four years for each local area. A relative impact was calculated using the number of jobs lost as a percentage of total employment. Shares of the state total were calculated using the relative impact figures.
- Long-term unemployment data, based on prior year long-term unemployed (number of people unemployed 15 of the last 36 weeks).

4. Describe how the individuals and entities on the state board were involved in the development of the methods and factors, and how the state consulted with chief elected officials in local areas throughout the state in determining such distribution.

At the onset of the state board's discussions regarding the designation of local areas, a major concern about fiscal viability became apparent. With the initial DOL interpretation of the "lack of hold harmless" provision, the board looked at estimates using the optional 70%/30% factors as outlined in the Act. While significant impact on local funding is an issue, the impact of those changes would be compounded using the 70%/30% option. The need for using consistent allocation formulas (without a hold harmless provision) continued to be the state's position, using the formula factors as they had been applied in the state also seemed appropriate.

Current WIA formulas allow the state to distribute funds on an even playing field. These formulas also allow for program design and partner involvement to be built in response to the needs of the local labor markets

G. Provider Selection Policies (ss112(b)(17)(A)(iii), 122, and 134(d)(2)(F))

1. Identify the policies and procedures, to be applied by local areas, for determining eligibility of local level training providers, how performance information will be used to determine continuing eligibility and the agency responsible for carrying out these activities.

Unlike most states, the Governor has designated the Department of Elementary and Secondary Education (DESE) as the entity to determine eligibility of training providers. DESE has a strong historical role with helping to provide a quality workforce in Missouri. Section 122 of WIA suggests that local boards perform certain functions in the determination of eligible training providers. However, to

provide a uniform, efficient statewide system, local areas have authorized DESE to administer most of the functions outlined in Section 122 of WIA, in addition to activities required of the “state agency.”

DESE has established a procedure for declaring training provider initial and subsequent eligibility. DESE maintains the list of approved training providers for use at One-Stops, coordinates all provider applications, ensures training providers are approved to provide training in Missouri, collects and verifies training provider performance and cost information, develops and implements the training provider consumer report guide, and processes individual training accounts.

Missouri’s policies and procedures for declaring initial eligibility of training providers are established in a uniform statewide application that is used in all local areas. Training providers applying for acceptance on the state list are required to meet specific criteria and annual outcome levels to remain on the approved list. The initial and subsequent applications increase accountability and make training providers more responsive to customer needs. Initial and subsequent applications are submitted to DESE for review and approval.

Applications may be obtained from the Missouri Education and Career Hotlink website: www.greathires.org/mech. This website is also Missouri’s State Training Provider List and Consumer Report. Using an internet-based process allows program information to be updated quickly and ensures all local areas have consistent access to available information. Missouri has adopted the WIA Section 122 policy that encourages providers to participate and ensures that eligible customers have access to as many training options as possible.

To be eligible initially, providers who receive federal funds under Title IV of the Higher Education Act of 1965 and entities that implement programs under the National Apprenticeship Act of 1937 must comply with the following:

- a) Sign the application and agree to the requirements contained in the application;
- b) Submit a catalog/brochure including a description of programs, refund policy and general cost information;
- c) Submit a list of all training programs offered; and
- d) Submit cost information including tuition, associated fees, and supplies for each of the training programs listed.

Other public or private providers of training services, local Workforce Investment Boards, and community-based organizations must have been in operation at least 12 months as a training provider in Missouri. This requirement may be appealed if no similar training is available within a 60 mile radius of the training site and the training provided for an in-demand occupation, as determined by the local Board. Other requirements that may apply:

- a) Submit documentation from the Department of Higher Education identifying status as exempt or certified to offer training in the State of Missouri;
- b) Submit data for each program of training based on the total annual enrollment for the most recent 12-month period for which data is available. Data submitted must include the number of enrollees, the number of completers, and the number of completers employed;
- c) Provide performance information for each program of training on the percent of completers employed. A minimum level of 50% must be met to be determined eligible. This information shall be based on all completers from the program for the most recent 12 month period for which data is available;
- d) Submit a catalog/brochure which shall include at a minimum a description of programs of training, refund policy and general cost information;
- e) Submit a list of all programs of training offered;
- f) Submit cost information including tuition, associated fees, and supplies for each of the programs listed; and
- g) Sign the application form agreeing to the requirements of the application.

A training provider must make required data and performance information available annually by program of training for the 12-month period of time as determined by DESE for a program to continue to remain eligible after the period of initial eligibility. Data for each program of training is based on total annual enrollment of WIA and non-WIA students and includes the numbers of enrollees, completers, completers employed, and the percent of completers employed. In addition, minimum levels must be met for at least one of three criteria to maintain eligibility. These criteria are as follows:

- a) Completion rates;
- b) Percent of completers employed; and
- c) Average wage of employment.

Data must be made available for each program of training based only on those students who received assistance using WIA funds. This data includes the numbers of enrollees, completers, completers employed, and the number of these completers employed six months later.

In addition, required performance information for each program of training based only on those students who received assistance from WIA funds must be made available as follows:

- a) Percent of individuals who completed the program and are employed;
- b) Retention rates in employment of individuals who have completed the applicable program, six months after the first day of employment;
- c) Wages received by individuals who have completed the applicable program, six months after the first day of employment.

Other information collected, where appropriate, is the rate of licensure or certification, attainment of academic degrees or equivalents, or attainment of other measures of skills of the graduates of the applicable program. Local Boards may

apply additional and/or stricter requirements. Unlike most states, the Governor has designated DESE as the agency responsible for carrying out the activities cited above.

2. Describe how the state solicited recommendations from local boards and training providers and interested members of the public, including representatives of business and labor organizations, in the development of these policies and procedures.

The state solicited recommendations from local WIBs, training service providers, and members of the public, employers, and labor organizations by holding meetings to specifically elicit comments about training provider application policies and procedures. A multi-agency team was formed to develop the initial and subsequent applications, including setting minimum outcome levels for training providers to be eligible. Team members include representatives from DWD, the Department of Elementary and Secondary Education, administrative entities, the Department of Higher Education, and the Family Support Division of the Department of Social Services.

Consultation meetings were held with WIB directors, training providers, related organizations, and the state board to discuss the establishment of these policies and procedures. Also, six public hearings were held around the state to offer interested groups and individuals an opportunity to submit comments and recommendations about setting eligibility outcome levels that training providers must meet.

3. Describe how the state will update and expand the state's eligible training provider list to ensure it has the most current list of providers to meet the training needs of customers?

Using an internet-based system, www.greathires.org/mech, Missouri can quickly revise existing information or add new training providers to the state list. New training providers are identified through professional organizations, local service providers or by customer request. DESE is responsible for maintaining the state list of approved training service providers and processes applications and requests to add new programs.

4. Describe the procedures the Governor has established for providers of training services to appeal a denial of eligibility by the local board or the designated state agency, a termination of eligibility or other action by the board or agency, or a denial of eligibility by a One-Stop operator. Such procedures must include the opportunity for a hearing and time limits to ensure prompt resolution.

To appeal a denial of eligibility or termination of eligibility, the training provider must submit a written appeal. An appeal review board comprised of representatives from DWD, Department of Elementary and Secondary Education, Department of Higher Education, a representative from a local workforce investment area, and a representative from the workforce investment area in which the appealing training provider operates, will provide a written decision. If the review board's decision fails

to resolve the appeal, then the training provider may request a hearing. If the hearing fails to resolve the appeal, the training provider may then request a review by the local board.

5. Describe the competitive and non-competitive processes that will be used at the state level to award grants and contracts for activities under Title I of WIA, including how potential bidders are being made aware of the availability of grants and contracts. (s112(b)(16))

As noted in Section I.A, the Skilled Workforce Initiative makes competitive funding available to Local Workforce Investment Boards.

Eighty-five percent of the Title I allocation is required to be allocated by formula to the local workforce investment areas. These funds will be non-competitively contracted to each workforce investment area designated entity as required by WIA to provide the activities as determined by the local WIB. Procurements at the local level shall initially be made in accordance with DWD procurement standards. Procurements at the local level transitioned to standards required by the Federal Circular applicable to the entity making the procurement.

Statewide or specific activities funded by the flexible funding pool of 10% of the adult, dislocated worker, and youth state allocations that may benefit one or all WIA Title I funding streams may be competitively or non-competitively procured in accordance with State of Missouri statute, procurement policies and procedures, and other applicable requirements of 29 CFR Part 97. State statutes for competitive procurements exceeding \$25,000 require public advertising in a medium available to the general public (i.e. newspapers) and that bids be solicited from prospective suppliers.

6. Identify the criteria to be used by local boards in awarding grants for youth activities, including criteria that the Governor and local boards will use to identify effective and ineffective youth activities and providers of such activities. (S112(b)(18)(B))

Local boards follow criteria for awarding grants for youth activities on a competitive basis, based upon the offeror's ability to provide required youth activities and meet established performance standards and program outcomes that will specifically address the needs of the targeted populations.

Criteria at both state and local levels to identify effective and ineffective service providers will include:

- Offeror's ability to deliver services to the targeted population in accordance with locally established guidelines;
- Experience in working with youth in similar programs and activities;
- Offeror's past performance record, including both programmatic and fiscal

integrity;

- Offeror's understanding of and commitment to meeting goals and objectives; and
- Offeror's demonstration of understanding of and commitment to continuous improvement methods.

H. One-Stop Policies (s112(D)(14))

1. Describe how the services provided by each of the required and optional One-Stop partners will be coordinated and made available through the One-Stop system. Include how the state will consolidate Wagner-Peyser Act funds to avoid duplication of core services. (s112(b)(8)(A))

Currently each workforce investment region has developed a matrix within their local memoranda of understanding (MOUs), which identifies services provided by each agency. These matrices have been used in regions to reduce duplication of services and streamline service delivery.

In October 2006, MTEC adopted a Chartering Criteria and Policy. To that end, LWIBs will use the chartering criteria found at http://ded.mo.gov/upload/missouri_chartering_criteria_final_001.doc, along with related process documents, to assess the capacity of operator partnerships to develop and manage Missouri Career Centers, to charter these centers, and to provide subsequent oversight and performance management.

Local Workforce Investment Areas (LWIAs) in Missouri have the responsibility to ensure that employment and training programs in their communities operate at a high level of quality and satisfy the expectations and needs of their customers. Because each LWIB oversees the provision of services by various public and private organizations that may be quite different from each other, it is important that the LWIB has tools and methods which it can use to push for and assure quality service delivery to workforce development customers.

MTEC developed the criteria process to ensure a consistent level of quality in Missouri Career Centers. While MTEC's vision is that these criteria move the system to higher levels of quality and seamless service, it is important to note that the general purpose of the chartering criteria and its related process requirements remain as originally established:

- To provide a framework for establishing that a Missouri Career Center is capable of meeting or exceeding quality standards set by MTEC and LWIBs;
- To provide a framework that fosters performance accountability and continuous improvement; and

- To establish minimum standards that would allow for local flexibility, while protecting the minimum service expectations of the Missouri Career Center brand.

The continuous improvement vision throughout the chartering criteria and chartering process is modeled after the seven Baldrige principles: Leadership, Information and Analysis, Strategic Planning, Human Resource Utilization, Process Management, Customer Satisfaction, and Results. The basic premise of the Baldrige principles is that successful organizations operate with systems, structures and strategies to achieve superior performance, continuous improvement, and highly satisfied customers.

Service integration is strongly encouraged in Missouri. Core services, such as resource room assistance, workshops, etc. are provided through a Career Center team approach, with Wagner-Peyser funded personnel providing the primary staffing.

To improve coordination, each Workforce Region has established a Business Services Team. These teams are comprised of staff from agencies within the One-Stop system whose primary responsibility is working with businesses. Each of the local Business Services Teams has established methods to determine and respond to business needs collaboratively. The successful plans strengthen partnerships, provide for seamless and appropriate services, and improve overall customer service to businesses. They also contain protocols for coordinating business contacts among the One-Stop partners while ensuring local workforce services are demand-driven, promote economic security for local communities, and streamline delivery of business services. Teams meet regularly to ensure businesses are provided coordinated single-point-of-contact services.

Missouri is currently implementing functional management. Coordination of day-to-day center activities will be provided by a One-Stop Site Manager. This functional management approach seeks to further integrate services by having all Career Center staff approach operations as a corporate entity rather than the individual funding stream for their programs. The One-Stop Site Manager is responsible to the LWIB for programmatic and operational performance.

2. Describe how the state helps local areas identify areas needing improvement and how technical assistance will be provided.

State assistance falls into three categories: resources, technical assistance, and training. Resources include investments in those areas that support services to all customers. DWD is committed to addressing areas of need by providing technical assistance and training that is relevant, timely, and consistent. Statewide assistance is based on performance monitoring data collection, policy and procedure implementation, and needs assessment. Methods of technical assistance and training may include consultation, resource and reference materials, instructor-led workshops, or online and Webinar sessions.

The guiding principles of universality, customer choice, integration and performance measures are the foundations of the system. The concept of a local system is greater than mere stand-alone centers. A monitoring process to review system-wide adherence to the approved local plan has been established and implemented by the DWD. Standardized and targeted training is offered statewide on new skills and system enhancement to expand staff abilities.

3. Identify any additional state-mandated One-Stop partners (such as TANF or Food Stamp Employment and Training) and how their programs and services are integrated into the One-Stop Career Centers.

The Division of Workforce Development was created by Governor's Executive Order 99-03 in February 1999. In this order, the Department of Social Services (DSS) is linked to DWD and several other agencies through their employment and training functions.

Governor's Executive Order 03-04, which transferred a large portion of the employment and training portion of the Temporary Assistance to Needy Families (TANF) program from DSS to DWD, effective July 1, 2003, created the Career Assistance Program (CAP) and strengthened this voluntary relationship. The additional transfer of the employment and training functions of the Parents' Fair Share (PFS) program, and the continuation of contractual agreements for the Missouri Food Stamp Employment and Training Program (METP) further reinforced this affiliation, and enhanced integration into the One-Stop Career Centers. As a result, these key agencies are mandated to blend strengths and merge resources to create a successful, coordinated, and customer-oriented system.

I. Oversight/Monitoring Process

Describe the monitoring and oversight criteria and procedures the state utilizes to move the system toward the state's vision and achieve the goals identified above, such as the use of mystery shoppers, performance agreements, etc. (s112(b)(14))

DWD conducts annual Continuous Improvement Reviews (CIRs) of each workforce investment region that consist not only of compliance reviews, but also of overall assessment of Career Center system processes. One-Stop operator staff, staff from the local WIBs, and the local Continuous Improvement team meet with staff and discuss customer flow, performance, and service integration within the Career Centers in their region. CIR staff also observe these processes on-site, to identify any inconsistencies in information presented. Missouri Career Center staff and customers are interviewed as a part of this process. Staff from partner agencies are invited to participate in the reviews.

In 2004, DWD initiated a mystery shopper process to evaluate customer service, accessibility of services for diverse populations (race, ethnicity, disability, economic/skill status, etc.), and service integration at the Missouri Career Centers. This process

evaluated services to both business and job seekers delivered through the One-Stop system. Results are reported to the local boards that are responsible for making any necessary improvements indicated by the report. As a way to evaluate the effectiveness of One-Stop Chartering, the mystery shopper process will be reinstated.

Regions sanctioned by the state for not meeting Title I negotiated performance outcomes are required to submit performance improvement plans for approval by the state. Division staff provide technical assistance in the development of the plans and follow up to measure the outcomes of the plan.

J. Grievance Procedures

1. Attach a copy of the state's grievance procedures for participants and other affected parties (including service providers). (ss122(g) and 181(cc))

Attachment 4 outlines DWD's state grievance procedures. DWD's *Complaint and Grievance Guide* is made available through all Missouri Career Centers.

K. *Describe the following state policies or procedures that have been developed to facilitate effective local workforce investment systems. (ss112(b)(17)(A) and 112(b)(2))*

1. State guidelines for the selection of One-Stop providers by local boards;

Under 20 CFR, Part 662, Subpart D of the Final Interim Regulations for WIA as published in the Federal Register, One-Stop operators "are responsible for administering One-Stop Centers." Guidelines for selecting One-Stop operators are as follows:

(a) The local board, with the agreement of the chief elected official, must designate and certify One-Stop operators in each local area. The types of entities that may be selected as the One-Stop operator include:

- 1) A post-secondary educational institution;
- 2) An employment service agency established under the Wagner-Peyser Act on behalf of the local office of the agency;
- 3) A private, non-profit organization (including a community-based organization);
- 4) A private, for-profit entity;
- 5) A government agency; or
- 6) Some other interested organization or entity.

(b) The One-Stop operator is designated or certified:

- 1) Through a competitive process, or
- 2) Under an agreement between the local board and a consortium of entities that includes at least three or more of the required One-Stop partners identified at Sec. 662.200. (WIA sec. 121(d))

2. Procedures to resolve impasse situations at the local level in developing memoranda of understanding (MOUs) to ensure full participation of all required partners in the One-Stop delivery system;

Under Missouri One-Stop Chartering criteria, all partner programs co-located in the center will be required to develop comprehensive business plans which go well beyond the minimal requirement of Memorandums of Understandings. Sections will include:

INTRODUCTORY SECTION

1. What is the date, month and year the Plan/Agreement is being entered?
2. Who are the parties entering into the Plan/Agreement?

PART I – DEFINING THE BUSINESS

1. Why is the Missouri Career Center being established?
2. How will the Missouri Career Center benefit the customer rather than the organizations?
3. What is the Center's primary business objective?
4. What is the Missouri Career Center's vision and mission in the community?
5. Who comprises the Missouri Career Center's current and/or proposed customer base and how is the customer base related to local labor market needs?
6. What location has been chosen for the Missouri Career Center and why? How might the location change in the future after lease agreements, etc. are considered?

PART II – GOVERNANCE AND MANAGEMENT STRUCTURE – DEFINITION OF RELATIONSHIPS AND ROLES

- 1) What are the roles and responsibilities of the Missouri Career Center in relation to the LWIB?
- 2) What are the roles and responsibilities of the partners at the Missouri Career Center as they relate to the management and governance of the center?
- 3) Who is the Missouri Career Center Operator and what are the roles and responsibilities in the center? If the Missouri Career Center Operator is a consortium of three or more entities, what are the roles and responsibilities of each consortium member?
- 4) What is the center's management structure?
- 5) What does the Missouri Career Center Coordinator actually manage and what do other service providers manage?
- 6) How will the Missouri Career Center be staffed?
- 7) What employee development/capacity building strategies, including cross-education and cross-training efforts, are in place or planned?

PART III – PRODUCTS AND SERVICES TO BE PROVIDED

1. What are the primary products and services of the Missouri Career Center for employers, individuals, and others? How will these services be delivered?
2. Where are these services to be delivered, on site or through a referral process?
3. How will the schedule of services be developed?
4. What are the plans for expanded, on-site service delivery by partners and recruitment of non-traditional partners? (Examples of what may be included are: service integration, co-location of partners by full time presence of existing partners, on-site presence of additional partners, and extended hours of service.)
5. How will information be shared among the partners at the Missouri Career Center?
6. A Business Services Plan must be included as an attachment to the Business Plan.
7. How will the Missouri Career Center confirm compliance with the Americans with Disabilities Act to ensure accessibility to customers and other pertinent special populations with the Workforce Investment Act?

PART IV – OPERATIONAL AND CUSTOMER REFERRAL METHOD

1. What are the technology needs of the center and what are the plans to achieve full technological capacity?
2. What are the challenges that effect operations at the Missouri Career Center, such as access to resources, time frames, etc.?
3. What is the center's service delivery structure as it relates to the referral process between partner services/agencies and customer flow through the center?
4. What are the mutually agreed upon policies and procedures to ensure that services are provided in a consistent, integrated or coordinated manner across agency staff?.
5. How does the center plan to address needs of its customers during non-traditional hours?
6. What are the collaborative efforts of the center's partners in coordinating job development activities and job placement processes?
7. What are the center's plans for gathering customer satisfaction feedback from employers, individuals and Missouri Career Center staff? What methods will be used?

PART V – MEASURING SUCCESS – PERFORMANCE GOALS

1. What are the performance goals of the Missouri Career Center and how do they relate to the seven Baldrige principles?
2. How will these goals be measured?
3. How will the results of the measures be used for continuous improvement plans of the center? How will customer input and feedback drive changes and improvements in the services offered throughout the center?

PART VI – FINANCIAL PLAN – SERVICE AND SYSTEM OPERATING COSTS

1. What is the operating budget of the center and how are costs divided among the partners?
2. What new funding opportunities have been identified for future growth of the center, i.e., grants, fee-for-service, etc., and who will be responsible for raising these funds?

PART VII - MARKETING

1. What is the short- and long-term marketing strategy of the Missouri Career Center?
2. What market analysis exists and what needs to be done?
3. What is the Missouri Career Center's market niche in the community?
4. How will the center ensure that state and local materials present consistent information as a single unit, a service-focused center that only identifies particular agencies when necessary?
5. What is the center's forecast for growth and how is the forecast justified?

PART VIII – TERMS

1. What is the process for revising the Business Plan? Include when it can be modified and by whom.

PART IX – SIGNATURE PAGE

1. Does the signature page include the signatures of all the partners of the Missouri Career Center?

The following statement will be included on the signature page: “By signature hereto, the parties attest to participation of development of the plan and agree to abide by all terms and conditions of the Business Plan.”

One-Stop Career Center Business Plans will be utilized in Missouri to meet federal requirement for Memorandum of Understanding for One-Stop partner programs and Local Workforce Boards.

Should an impasse occur and a One-Stop Business Plan cannot be completed at the local level, the following procedure will be used. The partner refusing to sign the Business Plan will be reported to the state level representative of that agency, who will have the authority to override the decision of the local partner representative. Continued refusal of the agency to cooperate locally and at the state level will result in a referral of the impasse to the State One-Stop Executive Team. An impartial hearing will be conducted by the One-Stop Executive Team. If the impasse is not resolved as a result of this hearing, the state board will recommend to the Governor that the local agency representative not be a member of the local WIB.

3. Criteria by which the state will determine if local boards can run programs in-house;

The state board (MTEC) has established policy that no core or intensive services should be provided by local WIBs, their staff or administrative designees, nor shall they be designated or certified as a One-Stop operator. Local elected officials, however, shall be able to apply to the state board for a recommendation to the Governor for a final decision for an exemption to this service prohibition, if it can be shown there are no feasible alternatives to direct service provision.

4. Performance information that on-the-job training and customized training providers must provide;

DWD will require local One-Stop operators to collect performance information for on-the-job skill development providers. That information shall be disseminated upon request. The performance information collected shall include, at a minimum;

- The service provider's rate of placement of individuals into unsubsidized employment;
- The rate of retention in unsubsidized employment six months after entry into employment; and
- Earnings received in unsubsidized employment six months after entry into employment.

5. Reallocation policies;

- In accordance with WIA Title I Section 128 (c), 133 (c) and 20 CFR (Code of Federal Regulations) Part 667.160 (a), the Governor may choose to reallocate local workforce investment area adult, youth, and dislocated worker formula allocated funds among local areas in the state.
- If the Governor chooses to recapture WIA funds from local areas for reallocation, such amounts for each program will be determined separately and in accordance with 20 CFR Part 667.160 (b), based on an obligation report for each program submitted by each local workforce investment area that reports obligations on June 30th of the program year. The obligation report will additionally identify the amount of funding subject to recapture by the Governor and be signed by the local workforce investment area chairperson. The timeframe for the submittal of the Obligation Reports by the local workforce investment areas will be provided by the state. "Obligations" means the amount of orders placed, contracts and subgrants awarded, goods and services received and similar transactions during a given period that will require payment by the entity during the same or future period [29 CFR Part 95.2 (t) and 29 CFR Part 97.3]. For Obligation Report form purposes, "Allocations" shall mean the WIA formula amount awarded each local

workforce investment area for the Adult, Youth, or Dislocated Worker Programs; “Transfers” shall mean those allowable local workforce investment area transfers between programs included in the local plan (modification or revision as determined necessary by the Governor) approved by the Governor at June 30th applicable to that Program Year funds; and “Administration Reserved” shall mean that amount as identified, included, and as approved by the Governor in the local plan (modification or revision as determined necessary by the Governor) for the Adult, Youth and Dislocated Worker Program.

- Funds recaptured from local workforce investment areas from the Adult, Youth, or Dislocated Worker Programs shall be reallocated to those eligible local workforce investment areas as defined in 20 CFR Part 667.160 (c). The reallocation shall be made to eligible local workforce investment areas in accordance with the procedure identified in WIA Title I Section 128 (c)(3) for the Youth Program and Section 133 (c)(3) for the Adult or Dislocated Worker Program.
- In accordance with 20 CFR Part 667.107 (b)(1), formula funds allocated by the state to the local workforce investment areas for the WIA Title I Youth, Adult, or Dislocated Programs for any program year are available only during that program year and the succeeding program year (notwithstanding the reallocation procedures set out herein). In accordance with 20 CFR Part 667.107 (b)(2), ALL formula funds allocated to a local workforce investment area for the Adult, Youth or Dislocated Worker Programs not expended by the local workforce investment area at the end of the second year of availability for that program year source of funds shall be returned to the state to expend in the third year of availability, as described in 20 CFR Part 667.107 (2)(i and ii).
- For Title I Adult, Youth, and Local Administration formula funds, each WIB must expend all funds from any prior year plus at least 80% of its current year allocation by June 30 of each year. For Title I Dislocated Worker formula funds, each LWIB must expend all funds from any prior year plus at least 85% of its current year allocation by June 30 of each year. Allocation refers to the local area original formula allocation adjusted as appropriate by transfers between programs that have been approved in the local plan. The higher expenditure requirement for the Dislocated Worker Program reflects the rate DOL used in its analysis, plus it reflects that the state is providing Rapid Response funds to each area for training that DWD Issuance 18-01 should allow them to attain a higher overall expenditure rate. These rates are the historical expenditure levels required in Employment & Training programs prior to WIA.

Those WIBs who fail to meet the minimum expenditure levels would have the amount below the minimum expenditure level de-obligated from them. The areas

that met or exceeded both their performance numbers and minimum expenditure levels in the prior year would be eligible to receive a portion of these funds. The performance evaluation for the purposes of re-obligation of these funds only shall be based on the fourth quarter performance data, so that the funds are available in a timely manner. The annual performance for all other purposes including the sanction policy shall continue to be based on the final data included in the annual report. If the total amount de-obligated is more than \$200,000 per program, the state would reallocate funds by a formula based on prior year expenditures. If the amount de-obligated is less than \$200,000 per program, the state would have the discretion to make awards to the highest performing areas. This policy prevents the state from having to make insignificant awards that do not justify the additional work required to reallocate the funds. A maximum re-obligation of 30% of an area's current year allocation will be applied to ensure that areas receiving additional funds can be expected to expend them during that year. All the sub-state allocated funds must be allocated to some region so, if the maximum 30% re-obligation would cause any funds to remain un-obligated, then the amount to be de-obligated will be reduced proportionally until it equals the amount to be re-obligated.

6. State policies for approving local requests for authority to transfer funds (not to exceed 20%) between the Adult and Dislocated Worker funding streams at the local level; [Note: DOL changed the limit to 30% in PY 2003 through TEGL 23-02.]

In 2005, USDOL approved the State of Missouri's waiver request for the authority to approve local area requests to transfer more than the 30 percent limit that Congress has approved of their allocations between the WIA Adult and Dislocated Worker program. Included in the state's request was to waive the provisions of WIA Section 133(b)(4) and WIA Regulations 20 CFR 667.240. Now local areas have more flexibility in serving the Adult and Dislocated Worker customers. If such demand exists, the WIB can submit a local plan modification to DWD with the following information:

1. The percent and dollar amount of the region's Adult or Dislocated Worker formula funds to be transferred between the two allocations, and
2. The justification for this transfer as detailed in "Missouri's Strategic Two-Year WIA/Wagner-Peyser Plan for PY 2007-2008."
 - Transfers between the Adult and Dislocated Worker Programs are based on the local workforce investment area original, reallocated, or re-allotted formula allocation for a program year.
 - Transfer requests are accepted throughout the program year; however, they are not accepted between June 1st and June 30th of each program year due to closeout processes.
 - Local Workforce Investment Areas are still expected to continue operating Adult and Dislocated Worker programs, and are also expected to meet their agreed upon performance numbers, regardless of the funding transfer. This is required under CCR 661.420 (e)(3).

- Policies related to displaced homemakers, nontraditional training for low-income individuals, older workers, low-income individuals, disabled individuals and others with multiple barriers to employment and training.

Transfers between the Adult and Dislocated Worker Programs will be described in the local plan and include the following information:

- 1) General purpose or reason for the transfer between the Adult and Dislocated Worker Programs;
- 2) An explanation of the need for the transfer between the Adult and Dislocated Worker Programs (example: an increase in the number of welfare recipients in the area and/or a decrease in the number of plant closings and mass layoffs);
- 3) Narrative explanation of how the transferred funds will be used, (example: increased staffing at the One-Stop in the local areas, tuition assistance for dislocated workers, etc.);
- 4) Justification that clearly demonstrates there have been no significant plant closings or mass layoffs in the area in recent months if Dislocated Worker Program funds are being transferred to the Adult Program; and
- 5) Inclusion of modifications or revisions to the approved local plan to transfer funds between the Adult and Dislocated Worker Programs that address all of the information required above in 1-4.

The Governor will not approve modifications or revisions to the local plan at the end of the program year to transfer funds to avoid under-obligation or under-expenditure penalties or reallocation of funds.

The Missouri Career Center system provides a well-established network of services throughout the state. These networks of services represent a unique partnership of organizations to ensure that job seekers in any community have the tools required to address critical needs in their lives and to advance to the next level.

DWD is utilizing an innovative technology-based method to connect job seekers to the many available workforce services. DWD, in partnership with the LWIAs, is working to establish SHARE Network access locations and develop a web-based resource directory (www.sharenetworkmo.org) consisting of faith-based or community organizations (FBCO) whose missions include helping people overcome barriers to employment.

Missouri's approach to services includes not only programs such as Guard at Home, Career Advancement Accounts, Missouri Reentry Process and the Disability Program Navigator, but also the Skilled Workforce Initiatives (SWI). SWIs empower LWIAs to identify innovative strategies to address the needs of these unique populations.

DWD and LWIAs continue to strengthen the knowledge and integration of services with other Missouri agencies, such as the Department of Corrections and the Family Support Division, as well as community-based organizations.

7. If you did not designate this responsibility to local boards, provide your state's definition regarding the sixth youth eligibility criterion at section 101(13)(C)(iv) ("an individual who requires additional assistance to complete an educational program, or to secure and hold employment"). (ss112(b)(18)(A) and 20 CFR 664.210)

The state has delegated the authority to define the sixth youth eligibility criterion to the local boards.

IX. SERVICE DELIVERY

Describe the approaches the state will use to provide direction and support to local boards and the One-Stop Career Center delivery system on the strategic priorities to guide investments, structure business engagement, and inform service delivery approaches for all customers. (s112(b)(17)(A)) Activities could include:

A. One-Stop Service Delivery Strategies (s112(b)(2) and 111(d)(2))

1. How will the services provided by each of the required and optional One-Stop partners be coordinated and made available through the One-Stop system? (s112(b)(8)(A))

Through DWD direction, support and resources, all local WIBs have created local Business Services Teams and Plans. These plans are designed to enhance One-Stop services to businesses. They describe uniform strategies of organizing service delivery to business customers. The plans contain protocols for coordinating business contacts among the WIBs and One-Stop partners while ensuring local employment and training systems are demand driven, promote economic security for local communities, and streamline delivery of business services. Originally, these plans furthered efforts to move the state's workforce system from being job seeker-oriented to being business-focused. More recently the emphasis continues with an additional focus to encourage regional collaboration as well. The local Business Service Teams are encouraged to develop strategies so they are more aligned with attraction and retention investments, as well targeting both statewide and regional targeted growth industries. Teams representing the various partners involved with conducting business services meet regularly to ensure business are provided coordinated single-point-of-contact services. The state Veteran Representatives are also involved with the teams and plan to ensure the business community has access to all federal and state requirements with regard to priority of service for veterans.

As indicated in Section III.3, MTEC adopted a Chartering Criteria and Policy. 2007 has been designated as a grace period year in order for the LWIBs to implement the Chartering criteria. To that end, LWIBs will use the chartering criteria found at http://ded.mo.gov/upload/missouri_chartering_criteria_final.doc, along with related process documents, to assess the capacity of operator partnerships to develop and manage Missouri Career Centers, to charter these Centers, and to provide subsequent oversight and performance management.

With chartering in mind, DWD included in its SWI a One-Stop Enhancement Grant to assist LWIAs in improving infrastructure and training approaches. Seven LWIAs were awarded more than a total of \$1.2 million in PY06 to fund projects ranging from building expansions to technology improvements. The recipients of the grants are positioning their Career Centers to be some of the first to be chartered. An additional \$888,403 was invested in PY07.

DWD Issuance 13-06 on integrated management provides guidance to local workforce investment areas on how to consolidate the management of programmatic services in One-Stop Career Centers. This guidance/issuance provided for “One-Stop site managers” (OSSMs) who would exercise authority over all staff delivering services through the One-Stop Career Center regardless of funding source. One-Stop site managers are charged with responsibility for coordination of services and performance outcomes across all programs. Employing agencies retain “formal” supervision of staff whereas “functional” supervision rests with the One-Stop site manager who is focused on the most efficient and effective application of resources in the One-Stop Career Center.

One-Stop Site Managers will be provided access to reports on customer services and outcomes by program in order to monitor the Career Center’s progress toward its collective performance goals. In addition, employment, retention, average earnings, market penetration, and cycle time will be tracked at the Career Center level for all programs on a continuous improvement basis. As each Career Center’s operations and program service delivery progress under the functional management model of a One-Stop Site Manager, program performance will improve both in terms of productivity and quality of service.

2. How are youth formula programs funded under (s128(b)(2)(A)) integrated in the One-Stop system?

The State of Missouri does not require a particular method of integration for youth services in the Career Centers, but rather expects each Workforce Investment Board’s Youth Council to identify the scope of services and program design for delivery of those services which best suits the needs of its in-school and out-of-school youth customers. Utilizing an RFP competitive process and recommendations from LWIB Youth Councils, contracts for service providers of youth programs are awarded. Through partnerships and contracts, youth services are coordinated and integrated into the One-Stop delivery system.

Each LWIB is responsible for the integration of services in Missouri’s One-Stop delivery system. All youth applicants who meet eligibility requirements under WIA complete a comprehensive assessment and an individual service strategy. Through a referral process, youth participants are connected to other integrated services which may include the Department of Elementary and Secondary Education, the Department of Social Services’ Family Support Division, Division of Youth Services, Job Corps, and other partner agencies.

3. What minimum service delivery requirements does the state mandate in a comprehensive One-Stop Center or an affiliate site?

All comprehensive Missouri Career Centers must comply with at least level one of the Career Center Chartering Criteria. In addition to continuous improvement criteria, the centers must:

- Be open full-time, and have simultaneous presence and full service capacity for all WIA and Wagner Peyser core and intensive services;
- Have active participation from available partner agencies (i.e. Adult Education and Literacy, Vocational Rehabilitation, Title V Older Workers);
- Complete a business plan that meets minimum state guidelines; and
- Have all staff trained on the state's management information system.

LWIAs will use the chartering criteria found at http://ded.mo.gov/upload/missouri_chartering_criteria_final.doc.

4. *What tools and products has the state developed to support service delivery in all One-Stop Centers statewide?*

The DWD Intranet and workforce system “extranet” website and WorkSmart Missouri offer support and information, including training materials and a calendar of events relevant to workforce professionals. In addition to technical assistance and instructor-led training, DWD utilizes Alchemy SISTEM™ innovative training technology to deliver interactive, multimedia training for job seekers and workforce professionals throughout the state. Online Webinars provide as a cost-effective, efficient means to conduct meetings and training sessions where travel and expenses would otherwise be incurred.

As mentioned in Section I, a new system that is currently in development will serve to maintain education and skill attainment records through the development of the Missouri Connections project, an e-Portfolio that serves to assist students and adults with the tasks of career awareness, extensive career exploration, skill assessment, work history, educational attainment, resumes, cover letters, work samples, certifications, and skill development all stored electronically and web-based for easy access. Parts of this e-Portfolio can be released by students and adult workers to potential employers or schools and programs that provide education and training. Linking career information and individual assessments helps youth and adult career changers explore and plan for careers that will lead to jobs with high-skills, family-supporting wages and benefits, and career pathways in growth fields.

As referenced in other sections, the state is re-designing its Job Matching/Case Management system to be more “service focused” and to place more emphasis on growth occupations, skills needs and customer choice. As staff are trained on the new system, staff will begin to be more proactive about meeting customer needs. Along with the new system, enhanced searching/matching capability will be key. DWD is currently utilizing “spidering” technology to gain access to broader job listings. That process, along with similar ones, will continue as new systems are designed and staff are trained.

One way DWD has tried to improve the connection of customers to service delivery is through implementation of a new Missouri Career Center brand. This unified brand will be posted on newly-chartered One-Stops, the revised on-line job search website, and all print projects to end customer confusion caused by the use of multiple different logos. It will signify to customers that the different services they can obtain are from a single workforce system identity. The deployment of the new brand will occur via multiple targeted marketing campaigns, the goal of which will be to condition Missourians and businesses to see the Missouri Career Center brands throughout Missouri as the place, both physically and virtually, where employers and job seekers receive world class customer experiences. Building the brand perception is addressed through Career Center quality improvement strategies, such as Missouri's One-Stop Chartering, the SWI initiative, and continued customer service training. Strategic branding will streamline service delivery through a stronger relationship with current and future workforce customers.

5. What models/templates/approaches does the state recommend and/or mandate for service delivery in the One-Stop Centers? For example, do all One-Stop Centers have a uniform method of organizing their service delivery to business customers? Is there a common individual assessment process utilized in every One-Stop Center? Are all One-Stop Centers required to have a resource center that is open to anyone?

Policies and strategies have been developed in a cooperative and collaborative environment in which all One-Stop partners are involved in the development of the service delivery process to all customers that access the system. This has created a seamless flow of services to meet the customer's expectations. This seamless delivery system provides the job-seeking customer access to training to increase their skills in high-growth career fields.

Through the One-Stop Chartering process, Missouri has instituted policies and procedures that ensure every One-Stop Career Center that has successfully completed and maintains verifiable standards of service delivery and service access operates within a level of excellence that meets or exceeds one of the three levels defined in the Chartering policy. This Chartering process institutes models and templates that define levels of protocols for WIBs to follow and develop locally which provide flexibility that locals can adapt to their areas based on the economic environment and the demands of the business community in their areas. LWIAs will use the chartering criteria found at http://ded.mo.gov/upload/missouri_chartering_criteria_final.doc.

All Missouri Career Center Resource rooms are equipped with assistive technology equipment for job-seekers to use. Americans with Disabilities Act (ADA) compliant and assistive technology equipment is also available in each Career Center, and through innovative leveraging of funds, each WIB has employed experts known as Disability Navigators to not only assist business with resources to enable more special needs employees, but also have been a needed resource to Career Center staff in operations and assistance to customers with special needs.

The Missouri JobCrawler website, a job spidering web application, is powered by labor market information provided by MERIC for job seekers to access during the job search process. MERIC has also developed the Missouri BRAC Web Portal, a website for BRAC-affected Missourians to visit to find information about career and labor market information, regional training workshops, and a resource directory for local services and training providers.

Through DWD direction, support and resources, all local WIBs have created local Business Services Teams and Plans. These plans are designed to enhance One-Stop services to businesses. They describe uniform strategies of organizing service delivery to business customers. The plans contain protocols for coordinating business contacts among the WIBs and One-Stop partners while ensuring local employment and training systems are demand driven, promote economic security for local communities, and streamline delivery of business services. The local Business Service Teams are encouraged to develop strategies so they are more aligned with attraction and retention investments, as well as targeting both statewide and regional targeted growth industries. The state Veteran Representatives are also involved with the teams and plan to ensure the business community has access to all federal and state requirements with regard to priority of service for veterans.

Missouri's Career Centers provide a uniform system of access to the business customer not only in an electronic mode of operation via MissouriCareersource.com (the state's internet-based job-matching system), but also through the availability of on-site business friendly services and interviewing rooms located at each One-Stop Career Center. Each One-Stop is required to have a resource area that provides open access to anyone interested in accessing all Career Centers services. Integrated delivery of services and resources are mapped out for every customer that accesses the system. These resources are provided in multi-media formats designed to meet individual customer needs as an Americans with Disabilities Act (ADA) compliant assistive technology.

B. Workforce Information

A fundamental component of a demand-driven workforce investment system is the integration and application of the best available state and local workforce information, including, but not limited to, economic data, labor market information, census data, private sources of workforce information produced by trade associations and others, educational data, job vacancy surveys, transactional data from job boards, and information obtained directly from businesses. (ss111(d)(8), 112(b)(1) and 134(d)(2)(E))

1. Describe how the state will integrate workforce information into its planning and decision-making at the state and local level, including state and local boards, One-Stop operations, and case manager guidance.

As referenced in other sections, the state is re-designing its Job Matching/Case Management system to be more “service focused” and to place more emphasis on

growth occupations, skills needs and customer choice. As staff are trained on the new system, these emphases will be targeted and staff will begin to be more proactive about meeting customer needs. Along with the new system, enhanced searching/matching capability will be key. DWD is currently utilizing “spidering” technology to gain access to broader job listings. That process, along with similar ones, will continue as new systems are designed and staff are trained. The new MIS system which is scheduled to roll out to all system partners will allow for localized customizable reports for all programs. As the new system is developed, additional reports will be maintained and expanded to move proactively toward continuous improvement. Among the reporting capability envisioned will be local “predictive” management reports, expanded “case management” reports and staff alerts (messaging) to improve scheduling and customer flow. The development of the JOBSTAT concept will allow more in-depth utilization of reports to identify barriers to system improvement and lead to more shared “best practices” where performance is showing the most significant improvement.

MERIC delivers a series of analysis products centered around three categories to local WIBs: career analysis products, industry analysis products, and economic development products. MERIC will produce the following career analysis products: (1) KSA (Knowledge, Skills & Abilities) Clusters, which statistically groups occupations based on similar sets of knowledge, skills and abilities for use in career path and career transition analyses; (2) skills profile analysis, which details the knowledge, skills and abilities of one or several occupations for use in career and curricula planning; (3) Training and Education for Tomorrow’s Workforce, which identifies future demand for knowledge, skills and abilities based on projections data; and (4) Dislocated Worker Transition Tool, which assists career counselors in transitioning dislocated workers from declining industries/careers to growing industries/careers.

MERIC produces the following industry analysis products: (1) Labor Shed and Commuting Analysis, which profiles a community’s workforce in terms of where people work; (2) Local Employment Dynamics (LED), which provides quarterly workforce indicators on job creation, destruction and turnover by industry and basic demographics; (3) LED Worker Origins and Destinations, which is an interactive mapping tool that displays the labor and commuting sheds at the sub-county level; and (4) Seasonal Hiring Patterns, which is a statistical analysis predicting seasonal hiring patterns by industry and WIA.

MERIC develops the following economic development products: (1) Workforce Investment Area Gap Analysis – Needs Assessment, which provides for each WIA a detailed analysis of the local economy and labor market; (2) Workforce Investment Area Gap Analysis – Custom Research, which provides for each WIA customized research on special issues identified by local WIBs from the Needs Assessments; (3) Workforce System Scorecard, which is an overview of Missouri’s workforce system focusing on the economic, education and workforce environments; (4) Job Vacancy Survey, which provides information on the current demand for jobs and skills in

Missouri; (5) Self-Sufficiency Standard, which provides an estimate of the required wages to support a household by county and for 70 household types; (6) Economic Conditions and Trends, which provides an overview of Missouri's economy and labor market on a monthly basis; (7) Entrepreneurship Analysis, which provides baseline economic and demographic data on entrepreneurs and self-employed persons across Missouri's regions; (8) economic impact modeling services to estimate the direct and indirect impacts of economic changes in local economies, and for use in fiscal cost-benefit analyses; (9) Census data analysis services; and (10) Geographic Information Systems mapping services.

MERIC's analysis products are anticipated to have the following outcomes: (a) to assist WIBs in helping job seekers make informed decisions about career and education choices; (b) to provide more current information on the demand for jobs and skills; (c) to assist WIBs in identifying current and future workforce needs, and to develop strategies to address those needs; (d) to provide information on the performance of Missouri's workforce system; (e) to provide cost-benefit and evaluation services to WIBs programs; and (f) to provide WIBs with comprehensive and customized economic and workforce research services as requested.

2. *Describe the approach the state will use to disseminate accurate and timely workforce information to businesses, job seekers and employment counselors, in easy to use formats that are readily accessible within One-Stop Career Centers and at remote locations, such as libraries, schools, worksites and at home.*

As discussed in Section III, there are several venues for communicating workforce information. The WorkSmart website was created to be an on-line forum and centralized information center, and includes a workforce policy blog to establish an on-line community of professionals to help inform about policy and program decisions: workforce wiki that allows workforce professionals to collaboratively develop content and share exemplary best practices; and an electronic information exchange venue for news feeds, customized LWIA pages, digital content such as forms and reports and a vast array of additional materials. DWD publishes the *Workforce Weekly* electronic newsletter that updates over 600 workforce practitioners on significant events, and also contains in-depth discussions of specific workforce concepts. In addition, DWD contributes workforce information to the Department of Economic Development's e-newsletter, *Missouri Focus*.

Missouri's SHARE Network is an important communication medium that reaches people at the community. Program information, as well as press releases, photos, and write-ups on SHARE Network Access Points (SNAPs) are available on the SHARE Network Resource Directory, www.sharenetworkmo.org, as well as Worksmart. Additionally, Missouri's e-learning tool, Alchemy SISTEM™, provides all Career Center customers with universal access to basic job readiness workshops while providing a core foundation for the comprehensive workshops some customers may want or need. The current library of 38+ modules includes Basic Job Readiness

modules for job seekers, an Overview of the Missouri Workforce System; diversity; sexual harassment and more.

This year, DWD published a *Guide to Services* booklet of the various services provided jobseekers and business. It also contained a discussion of the partner agencies and other associated entities. DWD has distributed over 10,000 copies through Career Centers, job fairs, business representatives, and other channels.

The MERIC website typically receives more than 150,000 total visits, accumulating over 3 million total hits annually; it is prominently inter-linked with other related public sites targeting economic development, workforce development, and policy formulation. MERIC actively participates in the development and distribution of *Missouri Focus* E-news, the Department of Economic Development's (DED) flagship communications piece delivered weekly to over 3,000 subscribers. The website itself has been revamped and organized around customer groups, including job seekers, employers, workforce boards, economic developers, and researchers. Special attention has been paid to the ease of navigation of the new site. Work has continued on integrating WorkKeys skills data into the MERIC occupational projections application for job seekers to search for occupations that match their skill sets.

Additional changes to the MERIC site have been made in terms of adding regional profile reports driven by the Workforce Information Database (WID) that summarize the bulk of MERIC's economic data for the different local workforce investment areas. Efforts have been made to integrate Missouri workforce intelligence into career exploration websites developed by DWD and the Department of Elementary and Secondary Education. The Missouri JobCrawler website, a job spidering web application, is powered by labor market information provided by MERIC for job seekers to access during the job search process. MERIC has also developed the Missouri BRAC Web Portal, a website for BRAC affected Missourians to visit to find information about career and labor market information, regional training workshops, and a resource directory for local services and training providers. The end result of these coordinated efforts has been several comprehensive, timely, and user-friendly labor market information websites for use by policymakers and citizens in the State of Missouri.

New approaches are now in the process of being designed and implemented by MERIC to better develop and disseminate labor market information, to better train Workforce Intelligence (WI) users on what information is available, and to better gauge the need for specialized training on the use of WI for policymaking. Major initiatives on these fronts include:

- The dissemination of Career Information Products and display racks to every state Career Center.
- The dissemination of Student Career Guides and Career Information to every 10th grader in Missouri.
- The creation of a directory of MERIC staff, contacts and available information.

- Creation of a toll-free information hotline and a single email address for information requests.
- Continuing contacts with WIBs, Career Center Staff, DWD's Business Representatives and other key customer groups on their need for WI products and specialized training. (Custom web-applications for internal staff use have already been developed for DWD's Business Representatives.)
- Following up from these meetings with new WI product and training offerings.
- Participating in various conferences, meetings and functions as requested to explain available WI or MERIC services.
- Signing more people up for e-mail distribution service and electronic newsletter.

Knowledge of WI and how to use it is key to the planning process as well as to many aspects of customer service delivery. Trained board members and WIB staff, as well as trained front-line staff in Career Centers, is a key to improving performance of the talent development system in support of this plan. The results of effective WI include improved use of latest information in planning activities; improved use of information in delivery of services to individuals and businesses; and improved outcomes through the use of quality information in informed decision-making.

3. Describe how the state's Workforce Information Core Products and Services Plan is aligned with the WIA state plan to ensure that the investments in core products and services support the state's overall strategic direction for workforce investment.

The development of the Workforce Information Plan was originally initiated by the Missouri Economic Research and Information Center (MERIC, the workforce intelligence unit) staff contacting the Executive Director of MTEC, on behalf of the state board. After initial consultation, a team was formed that included DWD senior management, MERIC's Workforce Analysis Manager, and the Executive Director of MTEC. The team developed this plan through a series of meetings. The plan was subsequently approved by the executive committee of MTEC and then by the full MTEC.

The team continues to meet regularly through-out the program year to monitor progress and to make adjustments to the plan activities and products. Regular reporting to MTEC insures that it is kept up-to-date on progress of workforce intelligence activities in support of the plan. MTEC has the ability to make adjustments during the year to insure that the goals of the workforce information system and the state's talent development system are met.

The initial Missouri Strategic Five-Year Workforce Investment Act and Wagner-Peyser Act Plan included the following critical elements: universal access, lifelong learning/choice, integration, and accountability. These tenets remain viable in Missouri and will continue to guide much of its direction. Missouri has assured universal access and integration by providing labor market information on the MERIC website and on the DWD website, www.Missouricareersource.com. Learning

and choice are provided through the publication of Occupational Employment and Wage Data along with Occupational Projections on websites and computer CD disks.

Accountability is provided through One-Stop Career Centers and local WIBs with LMI by requesting their feedback on the quality and usefulness of the data.

MTEC provides policy development and oversight for the workforce investment system in Missouri. Working with the board provides an expedient method of identifying the data and research needs for the workforce system for both the near term and long term. This allows for better planning of future information requirements for all stakeholders.

Highlights of the MTEC strategic vision are shown below:

Vision: Missouri will maintain a vigorous economy through a highly skilled and globally competitive workforce that allows all Missourians the opportunity to reach their full potential.

Mission: To provide leadership that creates a world-class workforce system ensuring Missouri's competitive advantage in the global economy, by developing systemic policies, plans and standards that promote best practices.

Leadership: The Governor has called upon MTEC to assess the workforce investment system, publish the State of Missouri's Workforce report, and develop systemic policies, plans and standards that promote best practices and ensure public accountability.

Strategy: Full integration of workforce and economic development functions will result in better outcomes for students, job seekers and businesses and will be evidenced by an increase in market share for the public workforce investment system. Achieving full integration will require excellent working relationships among state departments, local workforce investment boards, Career Centers, as well as educational and community-based service delivery systems. Quality customer service can be best achieved through community-based decision making that is based on timely labor market information.

The key role played by labor market and workforce information in decision-making and in quality customer service is clearly recognized and articulated. The identification of occupation and industry clusters and development of related skills information are identified as key LMI activities that will support the strategic vision of the state board. Many of the products described below will be delivered to the state and local WIBs through written reports and presentations at state board meetings and other meetings. Ongoing consultation with these groups will discuss findings of the various projects as they develop.

4. Describe how state workforce information products and tools are coordinated with the national electronic workforce information tools, including America's Career Information Network and Career Voyages.

Missouri is a recipient of two WIRED initiatives and utilizes the Workforce & Innovation Technical Solution (WITS) system tools. WITS for WIRED is a customized software application developed for the Employment and Training Administration (ETA) to provide a resource for the WIRED regions to support and augment their plans for regional transformation. WITS is a web-based software solution that combines core and enhanced datasets with Geographic Information Systems (GIS) mapping and labor intelligence, and provides advanced technical capabilities in a powerful software application to aid in economic development and workforce-related decisions. ETA has licensed WITS and is providing WIRED regions with access to underlying data, necessary training and relevant case study examples and practices. WITS will augment basic data and capabilities include:

- Industry cluster datasets
 - Federal research & development funding
 - Patent trends
 - Venture capital data
 - Occupational datasets
 - Real-time labor intelligence coupled with historical trends in job searches
- Contingent upon timely receipt of data from key sources, WITS 3.0 will be released to include the following additional datasets:
- Labor Market Information
 - Wage and labor data from State LMI offices
 - Education Institutions database from the U.S. Department of Education
 - 2-year, technical, and 4-year institution location data
 - Data on Degree Programs and graduates

MERIC will deliver five core Workforce Information Database -WID (formerly ALMIS) activities: (1) continue to populate the WID database with Missouri labor market data, specifically CES, OES, Projections, InfoUSA, O*NET, and QCEW data; (2) continue to develop and upgrade the WID database structure; (3) upgrade the memory and storage capacity of the server hosting the WID database; (4) use WID in populating content and data extraction on the MERIC website; and (5) continue participation in various WID consortia and conferences.

Career Products include:

- Career Guides—Missouri Statewide Career Guide, Missouri Statewide Career Guide for Students. Missouri will produce, publish and distribute copies of the Missouri Statewide Career Guide and the Missouri Student Career Guide. The Career Guides are used in Workforce Development, Vocational Rehabilitation, high schools, middle schools, career schools, community colleges, universities and Corrections environments. These guides detail the basics of the career development process and searching for employment. The guides also contain information about what programs agencies offer.

- Occupational Outlook Inserts – Missouri Outlook Inserts, Regional Outlook Inserts. Missouri will produce, publish, and distribute copies of the Missouri and Regional Outlook Inserts. The inserts are made to complement the Missouri Career Guides in terms of providing up-to-date occupational outlook, wage, and KSA data for in-demand occupations for both the state and the ten local workforce investment regions.
- Missouri JobCrawler – Missouri will continue to populate the Missouri JobCrawler website with up to date labor market information to assist jobseekers in exploring various career options during the job search process.
- Missouri Job Vacancy Website – Missouri will develop a web-based application to electronically disseminate statewide and regional results from the Missouri Job Vacancy Survey (JVS) to job seekers, employers, and workforce developers. Information from the JVS will assist the Division of Workforce Development in determining which employers in the state are having difficulty filling vacancies as part of the state’s Early Warning Network.
- Occupational Outlook Briefs for the Eight Target Industry Clusters – Missouri Occupational Briefs by Industry Cluster, Regional Occupational Briefs by Industry Cluster. Missouri will produce, publish, and disseminate copies of the Occupational Outlook Briefs. The briefs are designed to inform job seekers and workforce developers about in demand occupations in each of the state’s eight target industry clusters.
- Missouri Family Wage Calculator – Missouri will develop and continue to update data on this web application that calculates family affirming wages for every county in the state by family type and composition. A calculator on the site is also available for families or individuals that want to insert their current expenses to determine their individual family wage level.

MERIC’s career products are anticipated to have the following outcomes: (a) assist job seekers and students in making informed career decisions; and (b) assist state and local education and training agencies in curricula planning and resource allocation.

C. Adults & Dislocated Workers

1. Core Services (s112(b)(17)(a)(i))

a. Describe state strategies and policies to ensure adults and dislocated workers have universal access to the minimum required core services as described in s134(d)(2).

Adults and dislocated workers have universal access to core services in Missouri by two interrelated systems. Access is available through a web-based application (www.Missouricareersource.com) or through one of 40-plus Missouri Career Center facilities located throughout the state.

The intensive services offered to the customer will in many cases bring to light the need for the customer to improve or learn new skills to become more

marketable in a demand-driven system. Utilization of current workforce intelligence compiled by MERIC and partnering with the educational system should draw the customer into high growth industries.

Upon eligibility determination using assessment tools, customized talent development plans will be developed with the services customers need to re-enter the job market. Determining available talent development resources early in the job seeker's unemployment will assist in maximizing resources from all programs including WIA and Trade Act. In many cases, the need for co-enrollment will expedite the customer's skill development plan and determine which resources will be used.

Missouricareersource.com provides access to information to both employers and job seekers regarding services available at the Missouri Career Centers and permits employers to post job vacancies on the website. The website also allows customers to register on-line to match their talents with current job openings. This demand-driven system matches the skills of the customer with the skills required by the employer. As a result, Missouri employers are more competitive in the global economy.

DWD's website connects viewers directly to USDOL's Workforce³One website, www.workforce3one.org, to help communicate the concept of e³ (employers, economic development, and education professionals), creating and supporting a demand-driven community that responds directly to business needs and prepares workers for good jobs in the fastest growing careers.

Customers seeking assistance at the Missouri Career Centers will receive immediate assessment to explore pathways. The Missouri Career Centers will also provide immediate access to technology to allow for self-directed work search, workforce intelligence, and educational opportunities.

b. Describe how the state will ensure the three-tiered service delivery strategy for labor exchange services for job seekers and employers authorized by the Wagner-Peyser Act include: (1) self-service; (2) facilitated self-help service; and (3) staff-assisted service, and are accessible and available to all customers at the local level.

Triage for Business Customers

Businesses are provided easily accessible self and staff-assisted services at no charge. Assistance with job posting services are available through a variety of means, including in-person at the Career Center, staff assisted by phone, and through DWD's network of Business Representatives, who can provide on-site assistance at the business location. In addition, DWD has developed a Job Order Form for businesses to fax in job orders for staff-assisted postings. Businesses are referred to many different services and resources within the workforce system, based on individual business needs. Businesses have self-service access to labor

market, program and service information through the website (www.Missouricareersource.com). Staff-assisted services include access to information on tax incentives, unemployment insurance, labor law and compliance, low cost business seminars and skilled workforce initiatives, as well as access to recruitment and screening services. In addition, businesses have access to Business Centers in most full service centers. Business Centers provide computers with internet access, phone, copier, and informational materials important to the business customer. The Business Centers provide an off-site location for businesses to review applications, interview applicants, and conduct employee orientation or other business meetings.

Triage for Job Seekers

Missouri's labor exchange services for job seekers and businesses are integrated into the workforce system by focusing on talent development, job growth, global competitiveness, and regional economic competition. Missouri's comprehensive Career Centers offer self-service resource areas that will allow customers the chance to search for jobs and training opportunities to address on-going globalization competition in our economy. A triage method of identifying customers' needs for services and their ability to help themselves will be used. Those customers who do not need staff assistance will be allowed to use the resource areas at their convenience. Those individuals who need assistance with using computers or navigating Missouricareersource.com will be provided assistance by staff in the resource center. Customers who need or request staff assistance in finding a job or other Career Center services will be provided that assistance.

As previously mentioned, Missouri was recently selected to serve as one of eight states to deliver Career Advancement Accounts (CAAs), a self directed training initiative. Missouri's CAA initiative will have two key components for its local demonstration sites and will be administered in partnership with the state's dislocated worker programs.

Job seekers and employers can readily access labor exchange services in Missouri. Job seeker customers can view information on available job vacancies and career development resources online from any location with Internet access. Those job seekers who wish can receive staff assisted self-help in Missouri Career Center resource areas or through Share Network Access Points being developed throughout the state. Professional skill development staff are available in each Missouri Career Center to assist job seekers who request one-on-one service. Skill development staff are trained on the many resources that will benefit job seekers in their efforts to secure sustaining employment.

DWD is committed to developing and implementing on-line assessment tools that will allow customers to identify services for which they may be qualified through the workforce talent driven system. This on-line tool will facilitate staff's efforts to ensure all services a customer may be qualified for are made available to him

or her at the earliest possible time. Services identified will not only be Wagner-Peyser services, but will also identify as many partner and community services for adult and youth as possible. Integration strategies are being developed in each local area to ensure that eligible customers who may be using services funded by Trade Act, Parent's Fair Share, Missouri Reentry Process, CAP, and METP and other training opportunities are co-enrolled in Title 1, adult and youth programs. Wherever possible, counseling services will be offered to those individuals who have barriers to training and/or employment. When it is identified that customers need assistance with resumes and interviewing skills, skill development will be provided through the Alchemy SISTEM™ Training workshops, which are made available at all Missouri comprehensive Career Centers. Wherever possible, other career development workshops will be coordinated with all partner agencies.

Wagner-Peyser services will continue to be provided by state merit staff in the full service One-Stop Centers. Every effort will be made to coordinate services with additional complementary services provided by the other One-Stop partners.

DWD will continue the expansion of its concept of a professional resource/skill development area in each of its One-Stops. DWD will continue to upgrade the products available to all customers in order to enhance their ability to make effective decisions. By developing both an employer and a job seeker track of products, these resource/skill development areas become the primary point of entry into the state's workforce development system.

Customers entering the Missouri Career Centers will select the services available to them and be free to conduct their day's business in a totally self-service manner. If customers require assistance, they can request assigned staff to aid them in the multi-media resource room or to be assisted in a traditional manner during a one-on-one review of their needs with trained staff. Counseling services may be provided to those with barriers to employment and/or training.

c. Describe how the state will integrate resources provided under the Wagner-Peyser Act and WIA Title I for adults and dislocated workers, as well as resources provided by required One-Stop partner programs, to deliver core services.

Since 1999, Wagner-Peyser has been well integrated with WIA Title I through the previously noted reorganization. DWD will continue to explore resources that will connect with workforce skills and lifelong learning strategies to address global competition in a regional economy. In order for DWD to maintain consistency in the delivery of services and to promote integration of Wagner-Peyser and WIA Title 1 services, the reorganization in late 2006 will improve DWD's ability to respond to the numerous challenges and opportunities facing Missouri's workforce system in the future. The reorganization highlights include:

- Segregating DWD functions at senior staff levels under two Assistants to the Division Director (Administration – Leasing, Budget, Accounts Payable, Procurement, Training, Toolbox Technical Assistance, Communications and Marketing, Quality Assurance; and Operations – Business Services, Field Services, Job Seeker Services) to maximize staff expertise and economies of scale;
- Integrating financial and programmatic monitoring into one unit within the Administration Section to implement comprehensive continuous improvement and quality assurance processes;
- Centralizing grants, contracts and procurement to ensure compliance and consistency throughout DWD related to federal and state regulations;
- Centralizing training and technical assistance across DWD to ensure that staff and partner training is relevant, timely and consistent;
- Creating a dedicated performance management unit, JOBSTAT, to emphasize the integration of program accountability measures (employment, retention and earnings) across multiple programs;
- Centralizing the policy development and issuance process to ensure a fair, consistent manner in the way workforce issuances are handled throughout DWD;
- Reshaping the Business Services unit to ensure that new Skilled Workforce Initiative projects receive adequate attention; and
- Transferring the Rapid Response function to the Business Services unit to better align with the business retention and warning network services.

Recently, DWD released an issuance on integrated management. DWD Issuance 13-06 provided guidance to local workforce investment areas on how to consolidate the management of program services in One-Stop Career Centers. This guidance/issuance provided for One-Stop site managers who would exercise authority over all staff delivering services through the One-Stop Career Center regardless of funding source. (See Section 1 for graphic.) One-Stop site managers are charged with responsibility for coordination of services and performance outcomes across all programs. Employing agencies retain formal supervision of staff, whereas, “functional” supervision rests with the One-Stop site manager who is focused on the most efficient and effective application of resources in the One-Stop Career Center.

2. Intensive Services (s112(b)(17)(a)(i))

Describe state strategies and policies to ensure adults and dislocated workers who meet the criteria in s134(d)(3)(A) receive intensive services as defined.

The intensive services offered to the customer will, in many cases, bring to light the need for the customer to improve or learn new skills to become more marketable in a demand-driven system. Utilization of current workforce intelligence compiled by MERIC and partnering with the educational system should be able to draw the customer into high growth industries.

Upon eligibility determination using assessment tools, a customized talent development plan will be developed with the services the customer needs to re-enter the job market. Determining available talent development resources early in the job seeker's unemployment will assist in maximizing resources from all programs including WIA and Trade Act. In many cases, the need for co-enrollment will expedite the customer's skill development plan and determine which resources will be used.

3. Training Services (s112(b)(17)(A)(i))

a. Describe the Governor's vision for increasing training access and opportunities for individuals including the investment of WIA Title I funds and the leveraging of other funds and resources.

Missouri leverages funds by operating several programs that provide a cost savings to the Missouri taxpayer, such as the Career Assistance Program (CAP), Missouri Employment & Training Program (METP), and Parents' Fair Share (PFS), which are operated by DWD. DWD provides employment and training services to the TANF, Food Stamp, and custodial parent customer groups by way of these respective programs. Partnerships have been key in maintaining quality services to this customer base through the significant legislative changes of TANF reauthorization and others.

LWIAs are encouraged to maximize the amount of training available through their services through their WIA formula funds as well as other sources. Part of improving the quality of DWD LWIAs will focus on securing non-WIA sources of funding in order to provide training for those individuals who do not fall into WIA program eligibility. Further, the Skilled Workforce Initiative promotes the leveraging of local resources to provide training for the individuals served by the grants. An excellent example of this is the St. Louis City/County incumbent worker training program, where health care organizations have contributed significant resources to supplement the grant award.

The state-funded Industry Training Programs provide industry-specific training assistance to workers in newly created and existing jobs at targeted industries. Many of these jobs are high-skilled, high wage jobs. These programs focus on specific occupations, industries, and types of training creates a need to invest through the public workforce system in other areas that are not assisted. This includes other occupations, more entry-level jobs, moderately-skilled occupations, other industries, or different types of training. Through the targeting of resources, a ladder of opportunities is created for the workforce.

The state is currently working on development and implementation of two new demonstration initiatives that increase training opportunities and accessibility to these opportunities. The first is the Missouri Career Advancement Accounts (CAAs), a self-directed training initiative. The state programs are very effective in

terms of job creation and retention, and Rapid Response and the Dislocated Worker Program have been successful in accessing employment and training for laid-off workers. What is lacking in the realm of “skilling up” the state’s workforce and potential workforce is an opportunity for dislocated or at-risk workers to seek training opportunities in Missouri’s targeted industries through self-managed accounts. The CAAs are an opportunity to bridge that disconnection in workforce preparedness. The Missouri CAAs demonstration targets not only dislocated workers from the automotive sector, but also incumbent workers, and workers from community-based closures affected by the Missouri automotive plants. Missouri’s CAA initiative will have two key components for its local demonstration sites and will be administered in partnership with the state’s dislocated worker programs. All eligible recipients will be provided career guidance to ensure informed choices are made when utilizing their accounts. Recipients of these accounts will be strongly encouraged to use their training accounts to obtain skills needed to gain or retain employment in one of the eight targeted industries that are priorities of the Department of Economic Development.

The second demonstration project is the OneKC WIRED Life Long Learning Account Initiative (LiLAs). As noted in the Missouri State of the Workforce Report 2004, Missouri must find a way to compete in today’s “New Economy” by developing a workforce that will use “their brains instead of their hands.” To do this, much of Missouri’s current workforce needs to return to school as adults. Missouri policy leaders can support this effort by developing a state-wide system of LiLAs that can leverage employer and worker investment in postsecondary education and the development of high demand skills. The U.S. Department of Labor’s WIRED initiative presents a unique opportunity to move LiLAs forward in Missouri. LiLAs are employer-matched individual savings accounts to finance lifelong learning so that workers can upgrade their skills and knowledge to achieve their career goals while meeting the demands of businesses for a skilled workforce. LiLAs are workplace based, and employee contributions are leveraged by employer matches. Essential core principles include:

- **Universal eligibility:** All individual workers would be eligible for accounts regardless of where they work or what job they hold.
- **Portability:** Individuals “own” these accounts and are able to take these with them.
- **Informed choice:** Individual participants choose the training and education they need based on a learning plan developed with the assistance of educational/career advisors.
- **Broad Use of Funds:** Because individual needs vary, LiLAs can be used for a wide range of uses, including tuition and fees, supplies, materials, and books.
- **Sources of Funding:** LiLA accounts are funded through individual contributions, employer matches, and potential matches from third party sources.

LiLAs differ from traditional job training programs in that they create systemic change in the way individuals invest in their own futures, while leveraging employer involvement and investment.

b. Individual Training Accounts

i. *What policy direction has the state provided for ITAs?*

DWD has authorized the Department of Elementary and Secondary Education (DESE) to administer the functions of the individual training accounts on a statewide basis. DESE has established the procedure for declaring training provider eligibility. Missouri's policies and procedures for declaring initial eligibility of training providers are established in a uniform statewide application that is used in all local areas. The administrative policy direction on the provisions for ITAs has been that conditions deeming them appropriate must be defined at the local service delivery level.

Many local workforce investment boards contract with DESE to issue payments to training providers. Through the state's Toolbox case management system, regions can access an ITA report that will show, by individual and by school, the amount of training funds obligated and spent. This tool, provided by DWD, allows closer management of funds being used for ITAs at the local level. While the state has not set any maximum amount of funds per client in WIA, the local planning guidance requires each region to identify, within its plan, the maximum amount that has been set within the region.

ii. *Describe innovative training strategies used by the state to fill skills gaps. Include in the discussion the state's effort to leverage additional resources to maximize the use of ITAs through partnerships with business, education (in particular, community and technical colleges), economic development, and industry associations and how business and industry involvement is used to drive this strategy.*

The Skilled Workforce Initiative (SWI) provides funding to encourage local workforce boards to develop projects that specifically meet training needs identified in selected targeted industries. One of the current projects that specifically addresses such a need is the St. Louis multi-region Nursing Retention Coaches program. In order to maintain the supply of nurses in the local training programs, this project provides retention coaches to ensure that all nursing candidates are given all the eligible resources needed to assist them with their training and keep them in the nursing program. This program, which began in 2006, provides retention coaches for four local college nursing programs in the region, and has successfully assisted over 600 nursing candidates, who otherwise may have dropped out of their training programs. Through a regional effort with the local WIBs surrounding the St. Louis area and their partnerships with the health industry, leveraged resources are being provided to support this SWI Skills Gap initiative.

iii. Discuss the state's plan for committing all or part of WIA Title I funds to training opportunities in high-growth, high-demand and economically vital occupations.

While DWD is proud of Missouri's highly diverse economy, DWD is also committed to building the state's future economic foundation on high-technology industries, specifically Agribusiness, Automotive, Defense/Homeland Security, Energy, Finance, Information Technology, Life Sciences, and Transportation/Logistics. The Missouri Department of Economic Development has identified these eight Industry Clusters for targeting based on research provided by the Missouri Economic Research and Information Center (MERIC), existing initiatives, industry strength, and future growth potential.

By identifying targeted industries using a common definition (discussed further below), a framework is created allowing multiple agencies, organizations, and policy makers to work together using unified concepts. With a consistent cluster definition, information can be provided on regional employment concentrations, staffing patterns, employers, and leading firms. Issues can then be addressed in a coordinated fashion for strengthening target industries with regard to skills, education, recruitment, and incentives. Specifically, skills gaps of a local workforce in these clusters can be identified, providing specific guidance for the development of skill-building services.

Continuing with the Governor's focus to promote a more entrepreneurial and business-friendly culture, DWD implemented the Skilled Workforce Initiative (SWI) in Program Year 2006. The 2006 SWI provided funding to serve over 100,000 workers and businesses in Missouri. The 2007 SWI continues the momentum established through this effort, by making \$4.5 million available to Local Workforce Investment Boards (LWIBs) that design innovative, collaborative and performance driven solutions to critical workforce challenges in industries that drive Missouri's economy.

The administrative plan for WIA Title I obligations is to contribute to SWI and support the training initiatives the local WIBS apply for in meeting their local defined and driven skill gap needs. DWD encourages research, policy priorities, and maximizing implementation strategies that target high-growth, high-demand and economically vital occupations.

iv. Describe the state's policy for limiting ITAs (e.g., dollar amount or duration).

In Missouri, each local WIB is responsible to set policies guiding the maximum dollar amounts, duration/expiration periods, and uses of ITAs in

their respective areas. The cost, duration, and use of ITAs will be established using the most recent available information from the training provider consumer reports, the training choice made by the customer, consideration of other sources of training assistance such as Pell grants, consultation from case managers, and other assessment results, as appropriate. When training has been determined as an appropriate service and funding has been obligated, the customer will be informed of the dollar amount available for their WIA ITA.

v. Describe the state's current or planned use of WIA Title I funds for the provision of training through apprenticeship.

Since an office of the USDOL Office of Apprenticeship (OA) is located in Missouri, apprenticeship services are readily accessible. The most efficient way to maximize this resource and expand opportunities is to better coordinate the marketing of apprenticeship training by workforce system professionals. Training sessions are currently being conducted between the OA staff and local Business Services Team members to enhance marketing efforts. Locally, coordination meetings and efforts will be ongoing between OA and Business Services Team members and other workforce system partners.

Locally, WIA Title I funds can be used to pay for classroom training of a WIA-eligible apprentice. Apprenticeship training providers are recognized as approved WIA training providers.

vi. Identify state policies developed in response to changes to WIA regulations that permit the use of WIA Title I financial assistance to employ or train participants in religious activities when the assistance is provided indirectly, such as through an ITA. (Note that the Department of Labor provides Web access to the equal treatment regulations and other guidance for the workforce investment system and faith-based and community organizations at www.dol.gov/cfbci/legal_guidance.)

As discussed further in Section XI.H, MTEC approved a faith-based/community organization policy in 2005 that stated that MTEC will serve in an advisory role to the LWIAs in relation to FBCOs. Additionally, the Division of Workforce Development distributed DWD Issuance 02-06, which implements Missouri's policy permitting the use of WIA Title I financial assistance to employ or train participants in religious activities when the assistance is provided indirectly.

c. Eligible Training Provider List

Describe the state's process for providing broad customer access to the statewide list of eligible training providers and their performance information, included at every One-Stop Career Center. (s112(b)(17)(A)(iii))

As discussed in Section VIII.C., Missouri's Eligible Training Provider List can be accessed at the Missouri Education and Career Hotlink website:

www.greathires.org/mech/. Missouri's existing training referral system includes an individualized approach to providing training services. Education funds and training provider data are available for use on demand, creating the capacity for the state to respond to a broad array of training needs. DESE provides customers and local service providers with access to information about approved education and training assistance and program cost data. Local service providers are able to track training funds and training provider information through reports made available by DESE. Training provider data is maintained in an individual training referral report that is available to all customers through local service providers.

Performance/consumer report information that is available at every One-Stop Center includes:

- WIA and non-WIA students:
 - Number of enrollees, exiters, completers, exiters employed, completers employed, and the percent of completers employed, completion rates of exiters, percent of exiters employed, and wages at placement in employment.
 - Data based on only those students who received assistance with WIA funds:
 - Number of enrollees, completers, number of completers employed, and the number of completers still employed six months later, the percent of individuals who completed the program and are placed in employment, retention rates in employment of individuals who have completed the applicable program six months after the first day of employment, and wages received by the individuals who have completed the applicable program six months after the first day of employment.
- Other consumer report data available will include listings of training provider course(s) and cost information, catalog/brochures that contain a description of courses, classes, and refund policies.

d. On-the-Job (OJT) and Customized Training (ss112(b)(17)(A)(i) and 134(b))

Based on the outline below, describe the state's major directions, policies and requirements related to OJT and customized training.

- i. *Describe the Governor's vision for increasing training opportunities to individuals through the specific delivery vehicles of OJT and customized training.*

Governor Blunt acknowledges the importance of offering a variety retraining options for the incumbent workforce. Many local workforce areas offer customized training assistance for targeted industries within their region. The

Business Services Plans require the inclusion of high-growth, targeted industries through Labor Market Information data within a region to identify and prioritize services to business. In addition, the SWI's Talent Acquisition Initiative encourages skill development and customized training as a viable approach to assisting business. In addition, Business and Industry Training programs are offered in a complimentary fashion for high-wage training that leads to job creation and job retention.

Policy for the operation of OJT was set forth in DWD Issuance #04-04. See <http://ded.mo.gov/WFD/System%20Resources%20Reading%20Room/DWD%20Issuance%202004.aspx> to review guidelines specific to OJT.

ii. Describe how the state:

Identifies OJT and customized training opportunities;

The ideal opportunity for OJT is determined by the local workforce regions based on input from local economic developers, industry needs, and labor market data. These situations are addressed in the Business Services Teams' plans, as well as identified by the regions that have Business Retention Teams. The implementation of skill development opportunities is to be locally driven based on economic factors of the respective regions. Opportunities for skill development, which may include OJT or customized training, can be included through the SWI initiative if a region needs additional resources.

Markets OJT and customized as an incentive to untapped employers pools, including new business to the state, employer groups;

The local Business Services Teams will specify the marketing of OJT and customized training when applicable. Based on the priorities and the process set forth in the respective plans, these services will be marketed by team members, including DWD Business Representatives, LWIB Business Representatives, local economic developers and community college representatives. This approach allows for local flexibility and areas of emphasis.

Partners with high-growth, high-demand industries and economically vital industries to develop potential OJT and customized training strategies;

DWD has sponsored the implementation of Business Services Plans in each workforce region. The plans were developed by a team of frontline staff from workforce development, education, and economic development, and then approved by the local WIBs. Every plan is required to identify and include high-growth, high-demand industries in its respective region for the purpose of concentrating workforce activities, including OJT.

Business Services Team members use industry and occupational data produced by MERIC and other sources to determine and target high growth and vital industries in an economic region.

When industry training needs are not being met through state and local/federal resources, the state may coordinate with local WIBs, economic developers, community colleges and chambers of commerce in identifying deficiencies. In these situations, the respective partners will collaborate to submit requests for assistance through USDOL's various high growth and community based job training grant opportunities. Missouri currently has three active high growth training initiatives: the St. Louis Carpenter's Initiative (\$2.1 million), the St. Louis Agency on Training & Employment/United Auto Workers (\$1.4 million), and the University of Missouri-Columbia (\$2.3 million).

Taps business partners to help drive the demand-driven strategy through joint planning, competency and curriculum development; and determining appropriate lengths of training; and

Local Business Services Team members will consult with the local WIBs, Missouri Employer Committees, chambers of commerce and DWD in developing strategies that drive competencies and determining appropriate lengths of training.

Leverages other resources through education, economic development and industry associations to support OJT and customized training ventures.

In order to qualify for assistance through the SWI, leveraged funds are required. As a result, applications for implementing skill development initiatives, including OJT or customized training, include leveraged resources from education, economic development, plus some non-profit organizations.

Leveraged funds also include the state-funded Industry Training Programs, such as the Missouri Customized Training Program. These programs fund industry-specific, customized training for eligible businesses. Regions that offer OJT and customized training funded through WIA can assist more companies, more trainees, and more types of skill development when leveraged with the state programs.

4. Service to Specific Populations (s112(b)(17)(A)(iv))

a. Describe the state's strategies to ensure that the full range of employment and training programs and services delivered through the state's One-Stop delivery system are accessible to and will meet the needs of dislocated workers, displaced homemakers, low-income individuals, such as migrant and seasonal farm workers, women, minorities, individuals training for non-traditional employment, veterans, public assistance recipients and individuals with multiple

barriers to employment (including older individuals, people with limited English-speaking proficiency, and people with disabilities).

Missouri's workforce investment areas perform a wide variety of outreach methods designed to reach each of the populations listed above. The LWIAs partner with community based organizations and other state agencies to ensure job seekers receive an array of services that focus on not only on finding them a job but also skill development to ensure they will always have a job.

Funds may be available for conducting research and demonstrations depending on other priorities and available funding. Innovative Displaced Homemaker programs will be funded in conjunction with the Missouri Women's Council.

Missouri is taking DWD program services to the neighborhood level where harder-to-serve clients live. The SHARE (Sharing How Access to Resources Empowers) Network initiative, will improve the effectiveness of Missouri Career Centers by building linkages with community and faith-based organizations, service providers, and government agencies. By doing so, DWD can collaborate to deliver employment and training services through access points located in economically distressed and underserved neighborhoods. The community and faith-based organizations serving as access points are already engaging this underserved population (as in a food pantry or church) and fulfilling their existing missions. Under the SHARE Network initiative, Missouri Career Center staff train access point volunteers on how to use the DWD job-matching system (Missouricareersource.com) and also inform participants on the services offered by Missouri Career Centers. There is an on-line resource directory available for easy referral to Missouri Career Centers and other human service organizations as well.

The Skilled Workforce Initiatives (SWIs) encourage the LWIBs to seek new, non-traditional approaches to connect with emerging and existing talent pipelines (e.g. incumbent workers, apprenticeships, unemployed, underemployed, in-school and out-of-school youth, ex-offenders, welfare recipients, disabled, etc.) with cross-cutting solutions that clearly address root causes, leading to relevant occupational and skill attainment as evidenced by employment, retention and increased earnings in targeted industries.

DWD has formed a statewide taskforce of various disability service providers who are collaborating with DWD to ensure effective and accessible service delivery. Taskforce members make recommendations, provide specific training and work directly with Career Center staff on a consultative basis where necessary. Disability Navigators are also working regionally to ensure physical and programmatic accessibility for people with disabilities.

Consistent with local labor market and customer needs, DWD and subcontractor staff in each Missouri Career Center will be able to make available all core,

intensive and training services allowed under Title I of WIA, as well as the full range of employment and supportive services allowed under CAP, PFS and METP.

b. Describe the reemployment services you will provide to unemployment insurance claimants and the Worker Profiling services provided to claimants identified as most likely to exhaust their unemployment insurance benefits in accordance with section 3(c)(3) of the Wagner-Peyser Act.

The worker profile program designation is part of the reemployment services offered by Wagner-Peyser. The individuals are unemployed due to a layoff from work and are not likely to return to their previous job. These individuals are Unemployment Insurance (UI) claimants that are 30% likely to exhaust their UI benefits before finding employment. Missouri Career Center staff members provide integrated services to all UI claimants which include profiled workers.

Reemployment services are provided by One-Stop Career Center staff starting with orientation and evaluation of their needs to become re-employed. Labor exchange services available to them are job development, job placement, self-directed job search, job club, job seeking skills training, resume preparation, and vocational guidance with labor market information and other related employment services. Individuals are referred to other program services, such as WIA core, intensive and training services.

Worker Profile Reemployment Services is an early intervention strategy for those individuals most likely to exhaust their UI benefits. A successful outcome for the profiled worker is a quicker return to employment. Serving the profiled claimant presents an opportunity to redevelop untapped talent to fill the skill gaps left in regional economies after employer layoffs or closings. This is done through referrals to WIA for training and redirection of laid-off workers. When UI claimants return to work sooner, an employer workforce demand is met and the state UI benefit fund saves money.

Missouri will continue to assist local One-Stops by utilizing the Autocoder, as described in the next section, to match job opportunities to job seekers.

c. Describe how the state administers the unemployment insurance work test and how feedback requirements (under s7(a)(3)(F) of the Wagner-Peyser Act) for all UI claimants are met.

DWD's working definition of the work test for Unemployment Insurance claimants includes the functions of work registration, providing employment services and referral to suitable work. Every night, DWD is notified of all active claimants who are required to look for work. In Missouri, DWD and the Division of Employment Security are collaborating on the installation of "Autocoder" software which will use data collected at the time of a new claim filing to provide

O*NET coding of UI claimants. This information will be transmitted to DWD's Virtual Career Center to check for job openings that match the claimant's skills. This data exchange will include activating the work registrations of those claimants already registered for work and will begin building work registrations for those not already registered. As UI claimants comply with Missouri's requirement that they report at least once every four weeks to a One-Stop Career Center for reemployment services, their work registration will be completed and/or improved. If a UI claimant fails to report as directed, that information is conveyed to the Division of Employment Security and a notation is entered on his or her claim to withhold future benefits until the individual's reason for failing to report is adjudicated.

In 2006, the Missouri General Assembly amended the unemployment insurance statute to strengthen the UI work test. Procedures are now in place to allow staff in One-Stop Career Centers to report on the availability for work of UI claimants who report as directed to Missouri Career Centers. UI claimants who refuse suitable work or unduly restrict their availability for work will be reported to the Division of Employment Security for adjudication of the continued eligibility for unemployment compensation.

d. Describe the state's strategy for integrating and aligning services to dislocated workers provided through the WIA rapid response, WIA dislocated worker, and Trade Adjustment Assistance (TAA) programs. Does the state have a policy supporting co-enrollment for WIA and TAA?

Integration and alignment of services for the Rapid Response and Dislocated Worker Program are accomplished in a variety of ways. In most regions of the state, the local Rapid Response Coordinator is co-located in the same facility as the Dislocated Worker Program operator, allowing for effective service coordination. Dislocated Worker Program operators attend both state and local Rapid Response events. In many cases, this allows affected workers to start the Dislocated Worker Program enrollment process at the Rapid Response meetings. In addition, when a list of affected workers is received from the employer, it is immediately provided to Dislocated Worker Program operators to ensure that all affected workers can be contacted for services as soon as possible. Fifteen and 30-day informational follow-up contacts are also provided to all affected workers involved in Rapid Response. If necessary, a 60-day follow-up contact is also made. Wagner-Peyser and WIA staff are co-located at each Career Center, allowing DWD staff to provide immediate referral for dislocated workers to WIA for assessment and supportive services. Client information is entered into the Toolbox System and is accessible to all partners.

Missouri's Rapid Response website, www.rapidresponse.ded.mo.gov, provides information on Career Center, Unemployment Insurance, and career transition services, and on-line Worker Adjustment and Retraining Notification [WARN] Act notices and a Rapid Response Program Presentation. A new and improved

version of the site is under development and will provide a variety of information for impacted businesses and dislocated workers.

A continuous improvement review process has been implemented for the Rapid Response and Dislocated Worker programs to ensure the customer receives the maximum benefit of available services. The continuous improvement review includes case review, process review and incorporates customer feedback to evaluate the effectiveness of the process and appropriateness of services. In addition, WIA services are in a constant state of assessment with regard to utilizing resources. When issues that will streamline or improve services to the customer become evident, waiver requests are considered.

Rapid Response and Trade Act staff coordinate to integrate and align services. When a business is receiving Rapid Response services and is a potential Trade Act certified company, Trade Act staff attend and provide Trade Act information at Rapid Response meetings. DWD provides statewide training sessions that include Trade Act staff and partner agencies. These training sessions provide instruction on information sharing between Trade Act and other programs. Trade Act information is entered into the Toolbox system and is available to partner agencies. In addition, DWD's Trade Act staff is located in the Central Office, allowing for the implementation of standardized processes and centralized state and local policy development. The metropolitan area Career Centers have one staff person that oversees Trade Act functions in the various centers in the area. This provides consistency and prevents duplication of services.

Information on resources and opportunities available to customers is coordinated among Rapid Response, Dislocated Worker, and Trade Act staff to provide comprehensive resources for businesses and workers affected by downsizing. Such resources can be helpful in regional economic development efforts, such as occupational data in growth industries. For example, the utilization of the OneKC WIRED grant to provide talent development funds for the Base Realignment and Closure (BRAC) affected Department of Defense, Defense and Accounting Services closure in Kansas City. Additional Regional Innovation grants are being considered to assist the Southwest Region in planning efforts where a major layoff is affecting more than 700 workers in a small, rural community.

DWD has issued policy that outlines dual enrollment guidelines and supports dual enrollment as a valuable tool in promoting integration of services, reducing duplication, improving cost effectiveness and, most importantly, improving services to all customers. Recently, DWD began participation in a pilot project to provide dual enrollment services to Trade Act affected workers and WIA Dislocated Workers. Ultimately, the project goal is to provide services to 100% of the eligible Trade Act impacted workers. The project has resulted in the review of over 5,000 Trade Act eligible workers for possible WIA Dislocated Worker services.

e. How is the state's workforce investment system working collaboratively with business and industry and the education community to develop strategies to overcome barriers to skill achievement and employment experienced by the populations listed in paragraph (a) above and to ensure they are being identified as a critical pipeline of workers?

Missouri continues to work collaboratively with business and industry and the education community through several initiatives that prepare customers who have been identified as a critical pipeline of workers so that they may overcome barriers to meeting their employment needs.

DWD administers the employment and training portion of the Temporary Assistance to Needy Families (TANF) block grant program through DWD's Career Assistance Program (CAP). In addition to job-placement with employers, business and industry-related services offered to low-income public assistance individuals include OJT and subsidized employment placements of DWD grant recipients. DWD is currently in the process of implementing a community service program which will provide volunteer opportunities for TANF recipients in not-for-profit and other public agencies. Further, vocational education and training and other post-secondary education is allowable and supported when performed in combination with more job-like activities.

Missouri Career Center staff provides job search and job readiness services to food stamp recipients; and job search, job readiness, and training to non-custodial parents through the Parents Fair Share (PFS) program. Through both of these programs, Missouri Career Center staff prepare and place job-ready participants with employers, and/or "skill-up" individuals who need initial or additional skills to meet the needs of the emerging labor market.

Another strategy to collaborate with business and industry to serve special populations is through DWD's Skilled Workforce Initiative (SWI). This initiative provides funding to Local Workforce Investment Boards (LWIBs) who design innovative, collaborative and performance driven solutions to workforce challenges.

The 2006 SWI Community Solutions for Low-Income Individuals category provided funds for local demonstration projects that focused on serving TANF participants and other low-income individuals, including non-custodial parents, ex-offenders, and food stamp recipients. Six LWIBs were awarded grants for various population groups, and since TANF High Performance Bonus funds were utilized, all the projects were required to implement strategies to increase the number of unengaged TANF clients in work participation activities.

f. Describe how the state will ensure that the full array One-Stop services are available to individuals with disabilities and that the services are fully accessible?

MTEC developed a Missouri Career Center chartering process as the framework for assuring a consistent level of quality service delivery in the system. While MTEC's vision is that these criteria move the system to higher levels of quality and seamless service, it is important to note that the general purpose of the chartering criteria and its related process requirements remain as originally established:

- To provide a framework for establishing that a Missouri Career Center is capable of meeting or exceeding quality standards set by MTEC and LWIBs;
- To provide a framework that fosters performance accountability and continuous improvement;
- To establish minimum standards that would allow for local flexibility, while protecting the minimum service expectations of the Missouri Career Center brand.
- To implement a continuous improvement vision through the chartering criteria and chartering process, which is modeled after the seven Baldrige principles: Leadership, Information and Analysis, Strategic Planning, Human Resource Utilization, Process Management, Customer Satisfaction, and Results. The basic premise of the Baldrige principles is that successful organizations operate with systems, structures and strategies to achieve superior performance, continuous improvement, and highly satisfied customers.

To that end, LWIBs will use the chartering criteria found in this document, along with related process documents, to assess the capacity of One-Stop operators to develop and manage Missouri Career Centers, to charter these Centers, and ensure that the full array One-Stop services are available to individuals with disabilities and that the services are fully accessible.

In 2006, DWD received a Disability Program Navigator (DPN) grant to assist the Missouri Career Centers with providing much needed resources for job seekers with disabilities. The Disability Navigators play an important role in uniting resources for individuals with disabilities in a user-friendly system.

DWD has formed a statewide taskforce of various disability service providers who are collaborating with partners in the LWIAs to ensure effective and accessible service delivery. Taskforce members make recommendations, provide specific training and work directly with Career Center staff on a consultative basis where necessary. This taskforce will also ensure that the DPN success will continue after the grant has ended.

g. Describe the role LVER/DVOP staff have in the One-Stop delivery system. How will the state ensure adherence to the legislative requirements for veterans' staff? How will services under this plan take into consideration the agreement reached between the Secretary and the state regarding veterans' employment programs? (ss112(b)(7), 112(b)(17)(B), 322, 38 U.S.C. Chapter 41; and 20CFR s1001.120)

DVOP and LVER are fully integrated into the Career Centers as detailed by the DVOP/LVER agreement with the Secretary (Veterans State Plan). The role of the DVOP/LVER staff will not be to supplant the Wagner-Peyser responsibilities for providing priority of service to veterans, but to assist veterans with serious barriers to gain employment through intensified direct services such as case management and employer job developments within their separate roles. DVOP/LVER will not be assigned duties that violate Title 38. DVOP will share case management for veterans enrolled in WIA and other programs with the providers of those programs.

The DVOP/LVER grant requires compliance with Title 38, Chapters 41 and 42, in that all service delivery points of the grantee will provide veterans priority of service in the provision of all labor exchange services and specifically, when making referrals to job openings and training opportunities.

Local service delivery points are monitored to ensure that programs are providing the required priority service to veterans. Whenever necessary, corrective action plans will be developed and appropriate technical assistance concerning priority of service to veterans will be provided. The agreement reached between Veterans' Employment and Training and the state will be the governing agreement for veterans services and for the One-Stop operators where funding is used to provide services to the state's veteran customers.

h. (Department of Labor regulations in 29 CFR 37 require all recipients of federal financial assistance from USDOL to provide meaningful access to limited English proficient (LEP) persons. Federal financial assistance includes grants, training, equipment usage, donations of surplus property, and other assistance. Sub-recipients are also covered when federal USDOL funds are passed through from one recipient to a sub-recipient.) Describe how the state will ensure access to services through the state's One-Stop delivery system by persons with limited English proficiency and how the state will meet the requirements of ETA Training and Employment Guidance Letter (TEGL) 26-02, May 29, 2003, which provides guidance on methods of complying with the federal rule.

The issue of access to services through Missouri's One-Stop delivery system by persons with limited English proficiency (LEP) continues to be an on-going priority as DWD works to improve systems in place and create greater, more innovative systems. DWD EEO staff along with Program Staff determined the development, maintenance and implementation of a periodically-updated language assistance plan for use by the entire One-Stop system. This plan will be the most appropriate and cost-effective means of documenting compliance and providing a framework for the provision of timely and reasonable language assistance.

In developing a formal, written language assistance program, DWD first developed a matrix of key LEP activities to help guide tasks for completion that will assist with determining the language needs of customers. DWD also examined various points of the delivery system in place to determine whether any program limits participation of LEP individuals. Identified within the matrix of activities to complete, are those activities associated with communication strategies to ensure meaningful access for LEP customers, development of outreach activities, recruitment and use of bilingual staff and continuous monitoring for compliance, including incorporating a language services satisfaction survey.

The state's 14 LWIBs completed a "self-assessment" tool created by USDOL's Civil Rights Commission (CRC) to assist with identification and assessment of the languages that are likely to be encountered in the One-Stop system. DWD developed strategies to address issues identified through the self-assessment process that are critical to the implementation of an effective Language Assistance Plan. As an example, DWD contracted training in language assistance matters, including telephone interpretation services for all local EO Officers. This training proved to be a critical component in improving staff capacity when helping ensure access for LEP persons. The responses for the total assessments provided the foundation for the entire One-Stop system assessment. The assessment focused on the state's most populous Workforce Investment Areas where Spanish-speaking LEP customers are the most significant population of eligible LEP persons utilizing DWD services and programs.

Finally, the EO program area will continue to obtain quarterly demographic data reports and disseminate those reports to all local regions to ensure more accurate tracking of the number of LEP persons eligible for employment and training services.

i. Describe the state's strategies to enhance and integrate service delivery through the One-Stop delivery system for migrant and seasonal farm workers (MSFWs) and agricultural employers. How will the state ensure that MSFWs have equal access to employment opportunities through the state's One-Stop delivery system? Include the number of MSFWs the state anticipates reaching annually through outreach to increase their ability to access core, intensive, and training services in the One-Stop Career Center system.

The Migrant Seasonal Farmworker (MSFW) population will be assured of receiving the full range of employment and training programs and services delivered through the Missouri Career Centers in a variety of ways. Missouri has established an authentic partnership with the WIA 167 grantee. This partnership truly is a "sharing" of knowledge and collaboration to perform planned community activities and intake for the MSFW population. Combined local expertise of community-based, faith-based and other organizations that specialize in serving the MSFW population build the capacity of the One-Stop system to be

effective. Dual enrollment in the Wagner-Peyser MSFW program and the National Farmworker Jobs Program (NFJP) has proved to be an invaluable tool in Missouri and a huge benefit to the farmworker effectively eliminating autonomous relationships. In addition, extensive and regular cross training of staff ensure the delivery of an extensive and thorough explanation of the services and benefits offered in the One-Stop. Local staffs' broad base of knowledge leads to a solid foundation which effectively increases the farmworker's awareness of services available and helps to meet or exceed the farmworker's need(s).

Integration of the NFJP grantee is key to increasing services to the MSFW population in the One-Stop environment. Even though Missouri's NFJP could not fully integrate into Missouri's One-Stops, partial integration is being negotiated for the One-Stops located in the Kennett, Caruthersville, Sikeston and Sedalia Missouri Career Centers. This action increases the opportunities for MSFWs to transition into occupations with high employment and wage growth potential within and outside the agricultural industry. The NFJP and the Division of Workforce Development conduct outreach and bi-weekly strategic meetings. Working together, coordination of local interaction and community involvement reach the MSFW population and encourage One-Stop participation.

One of the largest barriers for the farmworker to seek out One-Stop services has been the language barrier. Missouri's Bootheel region comprises DWD's biggest MSFW population. In an effort to remove this barrier, the Kennett Missouri Career Center has a full-time bi-lingual workforce professional on staff, who is dedicated entirely to the DWD MSFW program. Removing the language barrier increases access for MSFWs, increases the services provided by the One-Stop partners, and provides an incentive for MSFWs to seek services.

These strategies and methods of collaboration, coordination and service delivery enhancements should lead to optimal use of the One-Stop by the MSFW population.

5. Priority of Service

a. What procedures and criteria are in place under 20 CFR 663.600 for the Governor and appropriate local boards to direct One-Stop operators to give priority of service to public assistance recipients and other low-income individuals for intensive and training services if funds allocated to a local area for adult employment and training activities are determined to be limited? (ss112(b)(17)(A)(iv) and 134(d)(4)(E))

The state has directed local workforce investment boards to address priority of service in their local plans. The plans must contain a description of the criteria used by the board to determine whether funds allocated to a local area for adult employment and training services are limited, and the process by which any priority will be applied by the One-Stop operator.

b. What policies and strategies does the state have in place to ensure that, pursuant to the Jobs for Veterans Act [P.L. 107-288][38 U.S.C. 4215], that priority of service is provided to veterans (and certain spouses) who otherwise meet the eligibility requirements for all employment and training programs funded by the U.S. Department of Labor, in accordance with the provisions of TEGL 5-03 (September 16, 2003)]?

Veterans priority is a requirement in all programs funded wholly or in part by USDOL. Priority will be measured in terms of enrollment in Missouri Career Center programs. Priority may be demonstrated when the percentage of veterans seeking services under any program and the percentage enrolled are greater than the percentages of non-veterans who are seeking services and are enrolled. It should be noted that referral to DVOP/LVER does not constitute priority of service.

For all programs with statutory requirements, veterans must meet the program eligibility requirements in order to obtain priority of service. In the WIA Adult and Dislocated Workers Programs, the current law requires that first priority for intensive and training services be given to public assistance recipients and low-income individuals when adult funds allocated to a local area are limited.

In regard to veterans, in such a scenario, the priority of provision of services is established as follows. First to be served will be public assistance recipients and veterans who are low-income individuals. The second group to be served will be public assistance recipients and low-income non-veterans. Among participants who are not public assistance recipients or low-income individuals, veterans will receive priority over non-veterans. Any veteran who is a public assistance recipient or a low income individual is eligible for priority enrollment.

Additionally, in those programs where targeting of groups are discretionary or optional priorities at the local level, veterans priority takes precedence over those optional or discretionary priorities. Veterans priority is applied in advance of the opportunities and services provided to the population group covered by the optional priority. In all instances, when considering a veteran for eligibility, only the statutory eligibility criteria will be applied.

Provision of Information to Covered Individuals

Each provider will provide information regarding priority of service to covered persons regarding benefits and services that may be obtained through other entities or service providers and ensure that each covered veteran or eligible spouse who applies to or is assisted by any covered program is informed of employment related rights and benefits to which the person is entitled.

Program Registration

When there is a registration requirement associated with receipt of services for an impacted program or grant, collection of the individual's veteran status is required. MissouriCareersource.com., Missouri's automated public labor exchange system, provides the opportunity for veterans to self-declare veteran's status. In addition, Toolbox collects veteran data during intake and assessment.

D. Rapid Response (112(b)(17)(A)(ii))

1. Identify the entity responsible for providing Rapid Response services. Describe how Rapid Response activities involve local boards and chief elected officials. If Rapid Response activities are shared between the state and local areas, describe the functions of each and how funds are allocated to the local areas.

The Division of Workforce Development is the state entity responsible for providing Rapid Response services and is designated to receive Worker Adjustment and Retraining Notification (WARN) notices from companies when they are planning a closure and/or layoff. When DWD receives notification of a mass layoff or plant closing involving 50 or more employees, staff is required to contact the employer within 48 hours of notification to schedule Rapid Response meetings. The goal of Rapid Response is to facilitate services to the affected workers as quickly as possible. DWD coordinates the Rapid Response activities with many agencies and organizations, including labor unions, when applicable; community leaders; non-profit service providers; the state departments of Economic Development, Labor and Industrial Relations, and Social Services; and the local dislocated worker contracting agencies. These entities work together to assist the workers by providing immediate, on-site services, and information about reemployment assistance and other supportive services.

Upon receipt of a WARN notice or notice of a plant closure or mass layoff, the state Rapid Response Unit (RRU) notifies the local WIB area or areas where the layoff will be affected. Each local WIB has designated staff that works with RRU to contact the employer and set up the arrangements for the Rapid Response meetings. Services for the dislocated workers are made available at the nearest local One-Stop Career Center or, when appropriate, at the site of the layoff. The chief local elected official receives written notice from RRU as soon as contact with the employer is made and Rapid Response meetings are scheduled. A member of DED's Regional Community Development staff also makes contact with the local elected official to work on local community concerns involving the layoff.

If a layoff or closure involves less than 50 workers, RRU notifies the local WIB Rapid Response Coordinator to provide appropriate services. The local coordinator works through the local One-Stop Center to provide Rapid Response services to the employers and affected workers.

State level WIA 25% Rapid Response funds are used to fund DWD's RRU and to fund local area Rapid Response staff to provide services for dislocations of less than 50 workers. State level WIA 25% Rapid Response funds also fund an emergency information hotline for dislocated workers, providing information to help them become re-employed and referring them to the nearest One-Stop Career Center for services. In addition, the Missouri AFL-CIO receives funds to provide Worker Transition Team assistance to dislocated workers. A significant portion of the WIA 25% Rapid Response funds are set aside through DWD or the Department of Elementary and Secondary Education for emergency assistance to help dislocated workers from a particular layoff or closing. These funds are distributed to the local areas based upon the relative need for assistance to dislocated workers within the area and when it is apparent the local area does not have sufficient resources.

Other allowable WIA 25% activities not mentioned specifically may be funded as needed but generally are provided by DWD's RRU staff, funded with WIA Rapid Response funds.

2. *Describe the process involved in carrying out Rapid Response activities.*

a. *What methods are involved in receiving notice of impending layoffs (include WARN Act notices, as well as other sources)?*

DWD has developed an extensive network to provide information regarding mass layoffs and plant closures. WARN Act notices are received by the DWD Director and immediately forwarded to the Rapid Response Unit. Information about layoffs is received from various sources including local economic development staff, local WIB Rapid Response staff, newspapers, union officials, One-Stop Career Center staff, employers, employees, relatives of employees, public officials, and other interested parties.

b. *What efforts does the Rapid Response team make to ensure that Rapid Response services are provided, whenever possible, prior to layoff date, onsite at the company, and on company time?*

The DWD practice for coordination of Rapid Response meetings requires it to be the priority of the Rapid Response Unit to make immediate contact with the business to request that Rapid Response meetings be held prior to the layoff, on site, and on company time, to explain the benefits of doing so for the employer as well as the employee. Meetings are then set up in a collaborative manner. Where unions are involved, a member of the Missouri AFL&CIO is asked to attend the employer meeting and work with the union to assist, as needed.

c. *What services are included in Rapid Response activities? Does the Rapid Response team provide workshops or other activities in addition to general informational services to affected workers? How do you determine what services*

will be provided for a particular layoff (including layoffs that may be trade-affected)?

The key message presented at the Rapid Response meetings is that help is available to the workers at no cost and in their local community. Each Rapid Response meeting is designed to present information in a concise manner that provides affected workers with the best possible information to help them with their re-employment needs. This is done by evaluating the layoff information through interviews with the employer and unions, evaluating previous history of the company and/or industry, determining if the business may meet Trade Act eligibility, and discussions with local workforce development, economic development staff and UI staff. The meeting will be customized by the state Rapid Response staff to ensure the needs of the employer and the employees are met at the initial meeting. Follow-up information gained at the meetings is used to design additional services that can be provided.

All Rapid Response activities include contacting the employer; conducting informational meetings for employees, including information about WIA dislocated worker services, Trade Act, MissouriCareersource.com, UI benefits, available workshops, and training information; transition teams for workers to assist with layoff assistance issues; and administering surveys at Rapid Response meetings to determine the need for workshops. Workshops regarding stress, financial information, entrepreneurship, career options, resume writing and others are made available to the workers, and held after the initial Rapid Response meeting. When possible, workshops are held on site.

3. How does the state ensure a seamless transition between Rapid Response services and One-Stop activities for affected workers?

At the time Rapid Response meetings are scheduled, notification is sent to the One-Stop Career Centers advising them of the meeting schedules and the actual layoff schedule. Affected workers seeking services at the Missouri Career Centers can then be directed to the Dislocated Worker program. Presentations at the Rapid Response meetings are made by local staff representing the various services available at the One-Stop Centers. Specific instructions are provided to inform the workers on how to access these services. Additionally, registration in MissouriCareersource.com will provide an initial assessment that will give the user general information about the services they may be eligible to receive. MissouriCareersource.com registration may be done at the Rapid Response meeting using the DWD's wireless laptop computers. These computers may be used to set up a wireless network at the employer site or at a local community center.

4. Describe how Rapid Response functions as a business service. Include whether Rapid Response partners with economic development agencies to connect employees from companies undergoing layoffs to similar companies that are growing and need skilled workers? How does Rapid Response promote the full range of services

available to help companies in all stages of the economic cycle, not just those available during layoffs? How does the state promote Rapid Response as a positive, proactive, business-friendly service, not only a negative reactive service?

Rapid Response is a business service because all of the initial steps in the Rapid Response process are working with the affected business and the designated contact person. As a result, Rapid Response is housed in the Business & Industry Services Section with the Division of Workforce Development. This section includes all programs and services that are business-related, such as the Work Opportunity Tax Credit, Foreign Labor Certification, the Missouri Employer Committee, the Business Representative Network, and the state's Industry Training Programs. This unit within DWD is a part of the Missouri Department of Economic Development. The location within this unit makes it easier to coordinate with economic development and use a skilled workforce as an incentive to attract and retain jobs in the state.

One of the most proactive approaches to Rapid Response is layoff aversion. State and local Rapid Response Coordinators are members of (or at least coordinate with) the local Business Retention Teams which are being piloted in seven workforce regions. The Business Retention Teams offer a proactive approach toward layoff aversion. They are comprised of subject matter experts in economic development and related fields and are led by a Business Retention Coordinator. After reviewing indicators of at-risk companies, the teams leverage resources from a variety of resources to intervene and provide assistance to the targeted businesses.

When a prospective or existing business is creating jobs in Missouri, DWD will provide a labor availability report. This report includes layoff information gathered from Rapid Response meetings and WARN notices. The report shows prospective businesses the supply of workers in a specific geographic area.

DWD tracks all Rapid Response meeting layoff information in the Toolbox client database. Within five days of the Rapid Response meeting, the local or state Rapid Response coordinator enters layoff information into the database. The information tracked includes the number of workers laid off by O*NET code. This information is integrated with the GreatHires job matching system. When an O*NET code from a layoff matches an O*NET code for a job opening in GreatHires, the employer with the job opening is notified.

When first contacting an affected business, the Rapid Response staff informs the business of additional resources that may be available to avoid layoffs. If there is indication any of these resources may benefit the company, DWD and local staff are brought into the process to work with the business. In addition, businesses seeking to hire these skilled workers are encouraged to register job openings on Missouricareersource.com. Staff at local Career Centers encourage both potential businesses and affected workers to register on Missouricareersource.com. Businesses are invited to use the Career Centers for interviewing or testing potential applicants. Press releases announcing the Rapid Response meeting provide a toll-free telephone

number for potential employers. The business will be provided a contact person who will facilitate communication with the laid off workers.

Local Rapid Response Coordinators and staff working with the local Dislocated Worker Program are key in coordinating job fairs to bring businesses and workers together. These job fairs have received positive reaction from businesses and communities, especially after a large layoff or several layoffs with community-wide impact.

6. *What other partnerships does Rapid Response engage in to expand the range and quality of services available to companies and affected workers and to develop an effective early layoff warning network?*

“Early Warning Networks” are an integral piece of a Business Retention Program, where local workforce and economic development, as well as other community representatives work together to identify at-risk companies and leverage resources to avert layoffs and closings. The Business Retention Program encourages assembling a group of local experts in the area of workforce development, education and economic development, collectively working as a Business Retention Team. This Team establishes an Early Warning Network that allows members to gather timely information, develop strategies and leverage resources in an attempt to avert layoffs and closures. Through DWD’s Skilled Workforce Initiative, funds were provided for local Business Retention Coordinators (BRCs) that will assemble and lead these local teams of workforce, education, and economic development experts.

In 2006, DWD implemented Business Retention Programs in three pilot sites within the state: the Southwest Region, the Kansas City Metropolitan Area, and the Northwest Region. Each region has identified a Business Retention Coordinator, with two serving the Kansas City vicinity, and each region’s team includes strong representation from local economic development organizations. In addition, a representative from Missouri Enterprise participates on each local team and provides expertise in the area of pre-feasibility studies for targeted at-risk businesses. Ultimately, the vision is for the concept of Business Retention Programs with Early Warning Networks to go statewide. Three additional regional business retention networks have been implemented for PY 07.

Factors that signal potential closures include: 1) failure to pay bills, i.e., utilities; 2) small lay-offs (not tied to seasonal conditions); 3) increase in Unemployment Insurances filings; 4) lack of hiring activity/new hires; 5) changes in leadership (plant manager, human resources or owner/ownership); 6) rumors that originate from current employees; 7) a large number of current employees beginning job search; 8) lack of capital investment in plant or equipment; 9) moving equipment out of the business; 10) decreasing involvement in community activities; 11) expiring union contracts; 12) contacting lending institutions for operating capital; 13) natural disasters; 14) economic issues with larger companies who may have sub-contracted with businesses in the region; and 15) economic changes in specific industries.

In addition, DWD partners with the University of Missouri Extension to maintain a dislocated worker “hotline” and provides Career Options Workshops and FastTrac NewVenture Workshops that help participants explore their potential as entrepreneurs. Additionally, the Missouri AFL-CIO provides liaison services for union-affected layoffs. They also provide stress workshops, financial workshops, and develop transition teams to help the workers with various issues that come as a result of being laid off. The United Autoworkers Union provides similar services for auto industry-related layoffs.

Both state and local Rapid Response coordinators have developed and maintain partnerships with chambers of commerce, economic development organizations, human resource associations and other professional and civic organizations. These partnerships provide valuable assistance when the need to respond to a major layoff event occurs and can be a source of information about potential layoffs where layoff aversion strategies can be applied in an effort to save jobs. These partnerships and experiences provide the Rapid Response Unit the necessary information valuable to the Business Retention Teams and other communities.

6. What system does the Rapid Response team use to track its activities? Does the state have a comprehensive, integrated Management Information System that includes Rapid Response, Trade Act programs, National Emergency Grants, and One-Stop activities?

A separate database for Rapid Response activities is maintained within DWD’s Toolbox system. Some information is incorporated into the MissouriCareersource.com automated system so that customers can be identified to the mass layoff with which they were associated for eligibility purposes. This also allows for tracking of individuals receiving services from a National Emergency Grant (NEG). Currently, DWD is in the process of enhancing the case management function in Toolbox to link WIA programs including Rapid Response, Trade Act, and One-Stop activities.

7. Are Rapid Response funds used for other activities not described above (e.g., the provision of additional assistance to local areas that experience increased workers or unemployed individuals due to dislocation events)?

The state provides a percentage of 25% Rapid Response funds to each region to ensure adequate training funds are available for dislocated workers. The funds are disseminated and tracked through the Department of Elementary and Secondary Education and each region may request these funds to meet their needs for dislocated worker training. As funds remain available, regions may request additional funds to supplement formula funding in the case of unusually large layoff events. In addition, DWD makes available WIA Rapid Response 25% funds to support its Skilled Workforce Business Retention Initiative. This initiative provides funding to local regions to hire Business Retention Coordinators to lead local retention teams. These teams identify at-risk companies in their communities and leverage resources through

the committees to provide assistance to possibly avert or reduce the number of layoffs.

E. Youth

ETA's strategic vision identifies youth most in need, such as out of school youth and those at risk, youth in foster care, youth aging out of foster care, youth offenders, children of incarcerated parents, homeless youth, and migrant and seasonal farm worker youth as those most in need of service. State programs and services should take a comprehensive approach to serving these youth, including basic skills remediation, helping youth stay in or return to school, employment, internships, help with attaining a high school diploma or GED, post-secondary vocational training, apprenticeships, and enrollment in community and four-year colleges. (s112(b)(18))

1. Describe your state's strategy for providing comprehensive, integrated services to eligible youth, including those most in need, as described above. Include any state requirements and activities to assist youth who have special needs or barriers to employment, including those who are pregnant, parenting or have disabilities. Include how the state will coordinate across state agencies responsible for workforce investment, foster care, education, human services, juvenile justice, and other relevant resources as part of the strategy. (s112(b)(18))

Representatives from the Division of Children's Services, the Division of Workforce Development, the Department of Public Safety, and the Department of Elementary and Secondary Education, are the members of the Missouri Shared Youth Vision Team. At the request of USDOL, Health and Human Services, Education, and Justice, these representatives participated in a planning forum related to USDOL's new strategic vision for the delivery of youth services under WIA.

A critical component of this planning forum included representatives from the state's participating agencies engaging in a variety of discussions and planning activities on how the state can best respond to USDOL's new strategic vision to better serve and prepare the most at-risk and neediest youth for real job opportunities. Missouri's delegation determined that in order to develop a plan that would address the employment needs of the state's most at-risk youth, the group should first assess what services presently exist in the state and attempt to identify who is providing those services.

The Shared Youth Vision Team will also use USDOL's newly published "Improving Demand-Driven Services and Performance: Toolkit for Effective Front-line Services to Youth." The team will also assist local Missouri Career Center staff and their youth partners to effectively integrate case management and workforce development services by providing training on the following topics:

- Recruitment, intake and enrollment and innovative strategies to engage youth in career development;

- Assessment and development of an Individual Service Strategy by recognizing and developing the strengths of youth;
- Meeting the needs of the Labor Market and the relevance of economic analysis as a tool in assisting staff and youth in choosing career pathways and service strategies;
- Implementing effective services strategies;
- Providing appropriate follow-up strategies to ensure long term success;
- Documentation and record-keeping to ensure appropriate information is captured;
- Evaluation and the need for continuous improvement;
- Engaging employers in preparing youth for high-growth, high-demand training and employment.

The Missouri team is also planning to start a pilot project in a selected Local Workforce Investment Area with a focus on collaboration with the partners providing services to the neediest youth.

One of the primary goals of the state's youth services plan is to increase and improve the integration of services to at-risk and the neediest youth including youth in foster care, youth in the juvenile justice system, homeless and runaway youth, school drop-outs, children of incarcerated parents, migrant youth, Indian and Native American youth, and youth with disabilities.

The JAG National Data Management Systems (e-NDMS) has incorporated the characteristics of "Neediest Youth" as participant barriers to success. Participants meeting the definition of "Neediest Youth" will be co-enrolled, as appropriate, to receive services under the Jobs for Missouri Graduates program and WIA.

The e-NDMS provides the state oversight bodies with data to assess the prescribed process and outcomes of the JMG Model, including participants served, services delivered, and outcomes achieved.

JAG is proven to be a successful model of an employer-driven youth development program which combines skills training with instruction in employability skills including professional development, community service and leadership.

Missouri will collaborate with the above agencies to insure that seamless services are made available to the neediest youth. The initial steps in this process will be to identify the commonality of the newly defined youth target population. This will then allow for the mapping of existing services and identifying gaps in services. Local Youth Councils will then be able to engage with the local agencies listed above to create a comprehensive delivery system that meets the career development needs of the at-risk and neediest youth population.

2. *Describe how coordination with Job Corps and other youth programs will occur. (s112)(b)(18)(C))*

Missouri Career Center staff will contact staff from one of the three Missouri Job Corps Centers or the staff of Dynamic Educational Systems, Inc. contracted to provide Job Corps outreach, assessment and placement services. If the customer is in need of services to be provided by other agencies, he or she will need to contact the appropriate admissions case manager to coordinate services.

If the customer is being provided services by another partner (WIA, CAP, METP or PFS), coordination of services will occur to make the best use of available funding resources.

The Title I youth service provider will use the referral process of the region (unless the customer is already enrolled in WIA). This referral will include copies of age verification, social security number, and citizenship documentation in an effort to reduce duplicate requests for information.

The WIA Title I Youth service provider will determine eligibility of referred youth for their programs and notify the admissions counselors of those youth that were enrolled in WIA or the reasons for not enrolling. The WIA service provider will document the screening of the customer and reasons for registering or not registering the customer into WIA in Toolbox.

Should the youth be dual enrolled, the WIA Title I Youth service provider and admissions counselor will work together with the customer to develop a service strategy for before, during, and after Job Corps participation.

3. *How does the state plan to utilize the funds reserved for statewide activities to support the state's vision for serving youth? Examples of activities that would be appropriate investments of these funds include:*

a. *Utilizing the funds to promote cross-agency collaboration;*

Through DWD's Skilled Workforce Initiative, DWD encourages local WIB applications that support local youth programs. Examples of these are the following projects which have been funded with state discretionary money:

Youth Employment Opportunity grants up to \$21,000 have been awarded to the Central, Ozark, South Central, West Central and the KC & Vicinity Areas. These grants provide career exploration to youth in partnership with the Boys & Girls Clubs of America. The career preparation program educates teens about career decisions and tools that they will need in the future for a successful career. It also educates teens about what values are and how what they value can impact decisions for their careers.

Youth Skill Shortages and Capacity Building grants have been awarded to seven regions to enhance youth skills necessary to move into the workforce. The goal of the project is to assist youth in advancing in their field of employment or their chosen profession.

In the St. Charles County LWIA, a program was funded to integrate education, training and work experience for the high school dropout which is the neediest targeted population in St. Charles County. Participants devote time to job readiness skills at the St. Charles County Career Center and work experience at St. Charles Community College or Lindenwood University. While they are working toward their GED on campus, they have the experience of what it would be like to further their education at the college level and earn a higher degree.

Also funded through Missouri's SWI is the St Louis Agency on Training and Employment (SLATE) and the St. Louis Mental Health Board's partnership to develop a program to address the numerous barriers which impede city youth from retaining jobs over the long-term. Substance abuse is the most significant barrier to employment in this region. Forty percent (40%) of youth participants will not seek employment due to drug testing. This project will ensure that a greater number of at-risk youth have access to occupational skills training and employment services as well as substance counseling and treatment. This will lower unemployment rates for young adults and add to the skilled labor force in the St. Louis area.

Another project funded in the Southeast Region is designed to address barriers preventing Missouri's neediest youth from being adequately prepared for the world of work. The region will incorporate a progressive approach to building capacity that will include the following components: sustaining successful programs, assessment of needs and services, evaluation of programs and direction to meet future needs. This monitoring and adjusting will strengthen already proven programs, reveal service gaps and promote future development and expansion into these areas of needs.

South Central Region coordinated agencies and community organizations that provide services to youth in a mentoring project. The project will recruit and train a pool of mentors, each of whom will be matched with a young person identified as being at-risk. Each mentor will counsel, advise, and provide direction to specific youth. Every effort will be made during the course of the project to address education needs for re-enrolling out-of-school youth back into school or assisting in obtaining a GED.

The Northwest Region SWI project is working with the MidCity Excellence Community Learning Center, a nonprofit organization which targets and serves inner-city minority youth in St Joseph. MCE will offer "Traveling the Road Exploring Careers" (TREC), a 30-session program that includes opportunities for youth to improve career and technical skills. The program will also provide

leadership development, mentoring, community service, career exploration, skill assessment, job preparation, retention strategies, and case management services.

The SWI in Jefferson/Franklin Consortium's project focused on linking eligible youth with career ladder positions at regional health care facilities. Project outcomes will include youth with certified basic skills, computer literacy, and marketable job skills entering an expanding health care industry with advancement opportunities. WIA eligible youth will be recruited through collaborative efforts with strategic partners. Once enrolled in the project, youth will complete basic skills assessments using the WorkKeys system.

The Central Region's SWI project will focus on at-risk youth who have not had access to quality education or training. This program will provide youth with career ladder awareness and assistance with job placement needed for a long-term career in the lodging and hospitality industry. The training requires 90 days of working in the industry, following classroom training, to receive a Hospitality Skill Certificate recognized nationally by the American Hotel and Lodging Association.

b. Demonstration of cross-cutting models of service delivery;

Through a contract with local WIBs located in St. Louis County, Southeast, Southwest and Kansas City/Vicinity Regions, and collaboration with the Department of Elementary and Secondary Education (DESE), Department of Higher Education, local school districts, and area vocational schools, Missouri has implemented 22 Jobs for Missouri Graduates (JMG) sites in six Workforce Regions serving approximately 1,600 participants during the 2005 and 2006 school years.

The Jobs for Missouri Graduates (JMG) program is an affiliate model of Jobs for America's Graduates. The JMG Model is a statewide dropout prevention and workforce preparation program for at-risk youth delivered in the classroom through the support of school and business partnerships.

Missouri has implemented three applications to the JMG Model: a School to Career program for seniors in high school; a Drop-out Prevention Multi-Year Program for students in grades 9-12; and a Drop-out Recovery program serving dropouts or young people in alternative school settings. The ultimate objective of the JMG Model is to help youth secure a quality job that will lead to a good career, either directly after high school or after further education at the post secondary level. Participants will receive 12-month follow-up and support following graduation.

The JMG Model provides performance standards and best practices for serving young people ages 14 – 21. JMG's performance outcome goals are consistently

achieved across the national network by the close of the 12- month follow-up period:

90% Graduation Rate
80% Positive Outcomes
80% Placement Rate
60% Full-Time Job Rate

During school year 2005, Jobs for Missouri Graduates served 479 high school seniors with 423 (89.05%) receiving a high school diploma. Other positive outcomes are 205 (85.06%) in full-time placement; and 155 (64.32%) in full-time jobs.

Missouri has served 800 participants for school year 2006 and approximately 450 high school seniors will graduate. Participants will enter the 12-month follow-up phase of the program June 1, 2007.

c. Development of new models of alternative education leading to employment; or

JMG is an excellent model for alternative education leading to employment. Also, through a partnership with the Department and Elementary and Secondary Education (DESE) and local workforce investment boards, Missouri has implemented the “I Can Learn” Educational Learning Systems. “I Can Learn” is a complete software and hardware computer package delivering standards-based algebra and pre-algebra mathematics courses to middle school and high school students. The “I Can Learn” classroom activities will be coordinated with regular math standards including the Missouri Assessment Program (MAP) and other tests required by the State of Missouri.

The Cisco Networking Academy Program is a comprehensive e-learning program that provides students with the internet technology skills essential in a global economy. The Networking Academy delivers web-based content, online assessment, student performance tracking, hands-on labs, instructor training and support, and preparation for industry standard certifications.

The Cisco Networking Academy Program is designed to improve the quality of vocational training programs and raise the interest of students to pursue careers in networking. This program will help students improve math, science, writing and problem-solving abilities and the ability to work with others. Cisco services are provided through a partnership with the Kansas City Region, Kansas City Public School District, Southeast Region and Pemiscot County Public School District.

The Restaurant/Hospitality Industry in Missouri employs 270,200 individuals. A projected industry employment increase in new positions over the next ten years is estimated at 31,100. The ProStart Program, sponsored by the Missouri

Restaurant Association Educational Foundation and partially funded by DWD brings students and employers together in a nationally standardized program that creates jobs for youth.

YouthBuild St. Louis AmeriCorps (YouthBuild St. Louis) is an alternative education, construction training, employment, and leadership development program serving low-income St. Louis youth, ages 18-24, who have not completed high school.

d. Development of demand-driven models with business and industry working collaboratively with the workforce investment system and education partners to develop strategies for bringing these youth successfully into the workforce pipeline with the right skills.

Missouri continues to work toward the development of demand-driven models with business and industry working collaboratively with the workforce investment system and education partners to develop strategies for bringing these youth successfully into the workforce pipeline with the right skills. Examples have been discussed earlier (JMG, Skilled Workforce Initiative, etc.). Through a collaborative effort with local employers and education partners, Missouri has implemented training and educational programs to prepare youth for a rapidly shifting and demand driven workforce.

Using SWI awarded funds, the Northwest Workforce Investment Board will work with several strategic partners to reach out-of-school and at-risk youth in St. Joseph. A key to the success of this goal is an innovative youth program through MidCity Excellence Community Learning Center (MCE), a nonprofit organization which targets and serves inner city minority youth in St. Joseph. MCE will offer “Traveling the Road Exploring Careers” (TREC), a 30-session program that includes opportunities for youth to improve career and technical skills. The program will also provide leadership development, mentoring, community service, career exploration, skill assessment, job preparation, retention strategies, and case management services. TREC will also provide networking opportunities for youth with St. Joseph businesses and community leaders. There will be opportunities to participate in Heartland Foundation’s EmPower Plant, a civic simulation activity, and experience health care careers through a Career Options Experiential Workshop offered by the Missouri Area Health Education Consortium. The local collaborative efforts of these businesses and the community provide youth exposure to life-changing opportunities.

The state, regional and local framework of partnerships aids in assuring that employers and other interested parties remain involved in this process. Employer participation includes the flexibility to allow the employer to determine how he or she can best contribute to the design and delivery of services in addition to his/her role of providing work opportunities.

Local Youth Councils have private sector and educational members who provide input and collaborate on how the workforce investment system can bring youth into in-demand jobs with the right skills. Employers are also encouraged to provide input to the partnerships about the specific labor needs of their organizations.

The implementation of such programs as JMG and youth projects funded under Missouri SWI provide innovative and successful demand-driven models with business and industry while providing collaboration with education and the workforce system.

e. Describe how your state will, in general, meet the Act's provisions regarding youth program design. (s112(b)(18) and 129(c))

The Missouri Training and Employment Council (MTEC) will develop recommendations regarding the improvement of the state's employment and job training service delivery network. Youth Councils work in partnership with local WIBs to become the local planning body for youth development. Members collaborate with agencies, including education/alternative schools, and the Division of Youth Services and Family Support Division which can help make that connection with the neediest youth population.

DWD will explore other states that have proven state youth councils. Data will be collected on best practices on how to establish a state youth council. This will be done in anticipation of MTEC forming a state youth council in the future.

F. Business Services (ss112(a) and 112(b)(2))

Provide a description of the state's strategies to improve the services to employers, including a description of how the state intends to:

1. Determine the employer needs in the local areas and on a statewide basis.

Local and statewide business needs, including employment and training demands, are determined using several strategies. To create a demand driven system, each local WIA has established a Business Services Team. These teams are made up of staff from agencies within the One-Stop system whose primary responsibility is working with businesses. Some teams include representatives from economic development and the education community, as well. The teams meet regularly to discuss, coordinate, and develop targeted strategies for specific business and industry needs and to further efforts to leverage resources for all businesses in their regions. These teams link with economic development agencies, One-Stop partners, education organizations, and non-profit agencies to ensure user-friendly, streamlined access to appropriate business services.

Each of the local Business Services teams has established methods to determine business needs. These include surveys, local economic development input, chamber of commerce involvement, collaboration with the community colleges, human resource groups, other business organizations, regional planning commission information, labor market information, and the expert knowledge of One-Stop business services staff that have daily contact with significant businesses in each of the local regions. In addition, some regions have established Business Retention Programs that provide additional input.

Each team has also developed a local business services plan that coordinates the delivery of workforce products and services for business. The plans define each partner's roles and responsibilities, establish a single point of contact system, outline standardized procedures for assisting businesses and sharing information, all resulting in improved customer service. In addition, DWD has business representatives in each Workforce Investment Area that provide human resource diagnostic services to local businesses. They are able to analyze and diagnose business needs and assist with connecting individual businesses with the programs and services they need to be successful.

MERIC staff provide regional labor market information helping to plan and meet industry and individual business needs. For example, MERIC researched and developed industry hiring cycle data to assist with planning business employment needs and to ensure effective outreach to specific industries in each region. MERIC is currently conducting a statewide Job Vacancy Survey to help determine root causes for businesses not being able to find and/or retain employees. The survey will bolster workforce intelligence by providing information on job vacancies, salaries for open positions, benefits, basic knowledge, skills, and abilities businesses need their employees to have and factors that contribute to employee turnover. This information provides a proactive approach that allows staff to better assist employers undergoing business decisions on job retention, layoffs, reorganization and those considering new investments or expansions.

In addition, DWD has provided funding to the Workforce Investment Boards to assist in conducting business skills gap analysis studies. The results of these studies have greatly assisted One-Stop program service providers with meeting business employment and training needs by better coordinating job seeker training with current skill demands.

2. Integrate business services, including Wagner-Peyser Act services, to employers through the One-Stop system.

DWD has an established network of business representatives located regionally throughout the state that assist with integrating One-Stop business services with partner agencies, economic development, and the education community with particular attention to Wagner-Peyser Act services. In addition, each Workforce Investment Board has formed a Business Services Team made up of representatives

from multiple agencies that create a larger network dedicated to the needs of local businesses.

The DWD business representatives and the Business Services Team are critical to ensuring that business services are integrated and coordinated with all partner agencies, resulting in a demand driven system. Each Business Services Team has developed a Business Services Plan that includes strategies to ensure all partner staff are trained on all available business services. As a result, staff at each One-Stop Center are more resourceful and are able to quickly connect businesses to appropriate services for their needs. Staff with business services responsibilities broker all services to businesses. For example, a job developer may work with a business to refer qualified job seekers; however, he or she would refer the customer to business services staff if other services are needed. Missouri's on-line job-matching system (Missouricareersource.com) and DWD's website (www.ded.mo.gov/wfd) offer quick access to information on a variety of business services and Business Representative contact information. In addition, when a business registers with the Wagner-Peyser labor exchange system (Missouricareersource.com) for the first time, an electronic notice is generated to the appropriate DWD business representative. The business representative contacts the business, generally within 24 hours, to offer assistance and schedule a meeting to discuss other One-Stop programs. This integration of services fosters system-wide access for businesses to the employment and training system and economic development services. In addition, it encourages co-enrollment across agencies, and increases the value of the One-Stop system while enhancing overall customer service.

3. Streamline administration of federal tax credit programs within the One-Stop system to maximize employer participation? (20 CFR part 652.3(b) and s112(b)(17)(A)(i))

The federal Work Opportunity Tax Credit (WOTC) program is of interest to many Missouri businesses. All One-Stop system staff with business outreach responsibilities include the WOTC program as a core product in business service activity. The WOTC program is discussed with businesses as a service that can help them meet their human capital needs. The tax credits provided by WOTC are explained as a resource employers can use to offset the cost of hiring an individual that might not be fully qualified to fill the position. Program information can also be accessed by businesses through the Department of Economic Development website and by phone through an 800 number that allows businesses to speak directly with the WOTC staff. In addition, Missouri's State WOTC Coordinator regularly markets the program to businesses at Career Fairs and Business Expos throughout the State. The popularity of this program has created a strong interest from economic developers and other partner agencies.

Missouri has created a simplified WOTC Employer Guide that can be ordered on-line by One-Stop staff and used as an outreach tool when meeting with individual businesses or business organizations. The incorporation of the WOTC program into

the business outreach activities of the One-Stop system staff has furthered efforts to streamline activities, provided for more seamless service delivery, enhanced partnerships across programs, and improved the value of the workforce system for businesses.

G. Innovative Service Delivery Strategies (*s112(b)(17)(A)*)

1. Describe innovative service delivery strategies the state has or is planning to undertake to maximize resources, increase service levels, improve service quality, achieve better integration or meet other key state goals. Include in the description the initiative's general design, anticipated outcomes, partners involved and funds leveraged (e.g., Title I formula, statewide reserve, employer contributions, education funds, and non-WIA state funds).

One of the innovative strategies currently underway in Missouri is a re-design of the Toolbox case management system. With MissouriCareersource.com as the web-based portal, registration and initial gathering of information can occur from anywhere. The focus of the re-design effort is to develop an intuitive system that focuses on the services needed by the job seeker customer, with business rules that maintain program integrity operating in the background. This system will begin to move staff from all partner agencies to focus on the needs of the customer through a more integrated delivery of services. Access to the Toolbox system is designed to allow any staff from any partner to use the system for their individual program needs, with information available to all other partners who may ultimately work with a common customer. This sharing of customer information, services that have been provided, common Individual Employment Plan and appointment scheduling features, will open many opportunities for enhanced integration at each local Career Center. Information from partner agencies operating at satellite sites will also populate Toolbox records, allowing data to be available from any location the customer may visit.

DWD's Skilled Workforce Initiative is a new collaborative, performance-based approach to targeted workforce funds. It is designed to stratify investment of limited discretionary employment and training funds in priority areas to better prepare Missourians for quality, family-supporting jobs. This initiative has made \$11 million available to workforce regions across Missouri to better prepare current and future workers to meet critical skill demands of business and industry. It marks an innovative change in the way workforce funds are allocated, which improves responsiveness to local economies and maximizes scarce workforce funds. The Skilled Workforce Initiative process produced the following:

- 100% local match, leveraging over one local dollar from community partners for every state dollar invested, more than doubling the funds available to provide workforce services;
- simplified accounting, reporting and classification of discretionary projects;
- targeted initiatives as opposed to many differing initiatives within inconsistent policy objectives;

- clear performance outcomes that will help increase Missouri's economic competitiveness; and
- local sustainability, seeding projects that can be imbedded in existing community infra-structure.

2. If your state participates in the ETA Personal Re-employment Account (PRA) demonstration, describe your vision for integrating PRAs as a service delivery alternative as part of the state's overall strategy for workforce investment.

Missouri is not participating in ETA's Personal Re-employment Account demonstration project.

H. Strategies for Faith-Based and Community-Based Organizations (s112(b)(17)(i))

Reaching those most in need is a fundamental element of the demand-driven system's goal to increase the pipeline of needed workers while meeting the training and employment needs of those most at risk. Faith-based and community organizations provide unique opportunities for the workforce investment system to access this pool of workers and meet the needs of business and industry. Describe those activities to be undertaken to: (1) increase the opportunities for participation of faith-based and community organizations as committed and active partners in the One-Stop delivery system; and (2) expand the access of faith-based and community-based organizations' clients and customers to the services offered by the One-Stops in the state. Outline those action steps designed to strengthen state collaboration efforts with local workforce investment areas in conducting outreach campaigns to educate faith-based and community organizations about the attributes and objectives of the demand-driven workforce investment system. Indicate how these resources can be strategically and effectively leveraged in the state's workforce investment areas to help meet the objectives of the Workforce Investment Act.

MTEC approved the following faith-based/community-based organization policy at the regular quarterly meeting on October 12, 2005:

The Missouri Training and Employment Council (MTEC), as the State Workforce Board, acknowledges the importance of Faith-Based and Community Organizations (FBCOs) as partners in the delivery of the services provided by the talent development system. Missouri is a diverse state with a variety of labor markets within the area governed by each Local Workforce Investment Board (LWIB).

MTEC recognizes the importance of allowing the various workforce areas to determine the most appropriate methods in which to partner with FBCOs. Further, MTEC assigns each LWIB the ability to specifically define who is included as an FBCO within that LWIA provided that the LWIB's definition complies with applicable laws.

Therefore, MTEC will serve in an advisory role to the LWIBs in relation to FBCOs by:

- Working with the LWIBs to develop marketing strategies encouraging LWIBs to establish programs geared towards partnering with the FBCOs.
- Encouraging LWIBs to:
 - Include members of faith-based organizations to work with representatives familiar with a broad range of other community groups and service providers.
 - Designate a staff member as a liaison between the particular LWIB and FBCOs.
 - Partner with FBCOs that already perform services supplemental to those provided by the Career Centers including developing One-Stop access points at FBCOs.
 - Ensure that information on MTEC and LWIB websites regarding applications for grants or becoming service providers is useful to non-profit organizations seeking to partner with the LWIB.
- Providing LWIBs examples of promising practices from other states.
- Assisting LWIBs in reporting the statistics on FBCO partnerships. Monitoring those partnerships shall be the responsibility of the Missouri Division of Workforce Development, to ensure they do not violate any laws prohibiting public funding to promote a specific religious doctrine.

On July 28, 2006, the Division of Workforce Development distributed DWD Issuance 02-06, which implements Missouri's policy permitting the use of WIA Title I financial assistance to employ or train participants in religious activities when assistance is provided indirectly.

This issuance is consistent with USDOL's Training and Employment Guidance Letter 1-05, dated July 6, 2005. Specifically, the issuance defines "indirect financial assistance" (reference USDOL approval letter dated October 27, 2006); requires local workforce investment boards to adopt a similar policy; and assigns DWD the responsibility of monitoring compliance with this policy and providing training on the provisions of 29 CFR part 2, subpart D.

The USDOL SHARE Network initiative has been the primary focus of DWD's strategy for faith-based and community-based integration into the workforce system. Utilizing existing staff and resources, DWD has embraced the vision and invited each workforce investment board to actively participate in Missouri's SHARE Network endeavors, with the goal of opening two Access Points in each workforce investment area before the end of June 2007. Additional interest is spreading as new access points have begun to open around the state. The online SHARE Network Resource Directory continues to expand as well. Missouri's Division of Workforce Development hopes to have over 700 members by June 30, 2007.

An outreach campaign for the SHARE network outreach strategy will be implemented in Program Year 2007. The SHARE network will be expanded because a formerly operable online directory of community services lost funding. The functions, along with directory

listings of this former directory, will be evaluated and actions researched to transform this system into a SHARE network expansion.

X. STATE ADMINISTRATION

- A. *What technology infrastructure and/or management information systems does the state have in place to support the state and local workforce investment activities, such as a One-Stop operating system designed to facilitate case management and service delivery across programs, a state job-matching system, web-based self-service tools for customers, fiscal management systems, etc? (ss111(d)(2), 112(b)(1) and 112(b)(8)(B))*

The State of Missouri's workforce system consists of a Virtual Career Center, currently called missouricareersource.com and uses the Toolbox One-Stop operating system that is available to DWD and partner staff case managers.

The Toolbox system provides a dedicated client record page that contains a listing of the client's workforce services, activity dates, case notes, and performance outcomes. Missouricareersource.com, the state's Virtual Career Center, utilizes O*NET codes to match job seeker skills to job skills entered by employers into a job order.

Missouricareersource.com and Toolbox utilize a common database, so the registrant information automatically feeds into a preliminary Toolbox record. When a client needs more services than the self-service activities of job search, he or she can be easily enrolled into staff-assisted services by a case manager. The missouricareersource.com site also contains links for other workforce services, such as education or veterans programs, as well as Unemployment Insurance four-week reporting (when used at a Missouri Career Center).

Both Toolbox and Missouricareersource.com are undergoing extensive change in the upcoming months, and will continue to be improved into the future. The new vision is to be much more customer focused, demand driven and innovative. DWD will strive to improve the skills matching ability of the system to drive appropriate job seekers and employers together, streamline the process, and enhance job seeker and employer ability to identify skills needed, skill deficiencies and skill attainment resources.

The Toolbox system will also support MoCRC implementation by creating two innovative technology tools. First, the Toolbox database and customer management system will be used to record and track assessments given to individuals, enable the reporting of customer systemic outcomes over time, as well as generate printing of certificates. Second, Toolbox data will be integrated with the new Occupational Projections web application housed in MERIC. This second feature also benefits all: customer, employer and Career Center staff by matching via computer the skill levels of MoCRC examinees with the occupations that are crosswalked to those skills. Customers obtain key intelligence as to the sources of jobs, employers and Career Center staff can access the number of credentialed people by area for job openings in occupations requiring such skill levels and Business Services staff can "sell" these new opportunities to business as a transformed and value added system product.

To build on regionalism and relationships to move toward a common assessment tool and process, Missouri will join the State of Kansas in the WIRED initiative to jointly implement the MoCRC in concert with a similar effort for the Kansas workforce. The WIRED board will collaborate in efforts to make the implementation as commonly grounded in this region as feasible. The DWD and WIRED staff have already developed the joint outcomes reporting system to be used in this regional effort.

B. Describe the state's plan for use of the funds reserved for statewide activities under WIA s128(a)(1).

Missouri's WIA state 15% funds will be used as follows:

The state will set aside 5% for state-level administration of adult, dislocated worker and youth activities under WIA. The remaining 10% will be distributed for statewide activities required and allowed under state 15% activities in accordance with WIA.

All required WIA 15% activities will be funded and several allowable WIA 15% activities will also be funded by DWD.

More specifically, DWD will contract with the Department of Elementary and Secondary Education for the Eligible Training Provider approval process, including performance and cost information, and for disseminating the list of eligible training providers, performance and cost information.

WIA 15% funds will be used to fund DWD staff who will be responsible for dissemination of the eligible provider lists for youth activities, on-the-job training, and customized training.

Funds will be set-aside for incentive grants to the local areas for regional cooperation between WIBs and local coordination of WIA activities. However, to be eligible for these grants, local areas must meet certain performance criteria.

Local areas in danger of not meeting performance standards will receive technical assistance from state staff funded with WIA 15% funds.

A relatively significant amount of the WIA 15% funds will be set aside for the continued establishment and operation of the One-Stop system in Missouri. Priorities for funding One-Stop system needs include assistive technology, outreach and informational materials, Choices, system automation including hardware and software, One-Stop MIS operating system, and funding for adult, youth, and dislocated workers activities at the One-Stop Career Centers in the local areas.

Required funding for high concentrations of youth will be provided through the application process for the local One-Stop Career Centers, DWD and DESE.

Evaluations of adult, dislocated workers and youth will be funded in consultation with local WIBs. Specifically, funds will be set aside for DWD staff to conduct follow up and continuous improvement of activities and programs. Evaluation funds will be used to partially fund the MTEC evaluation by the University of Missouri-Columbia of the performance of WIA programs and activities. The state's other partners will provide funds to support the MTEC evaluation.

The state's Fiscal and Management Accountability System will also receive a relatively significant amount of funding for Division staff and system automation costs for hardware and software. This is a priority for the state because of the 1999 merger of the two state agencies that administer Wagner-Peyser and WIA programs and the need for a new management information system for WIA.

Funding set aside for Capacity Building and Technical Assistance although an allowable activity is viewed by the state as critical to the success of the new WIA system and the merger of the two agencies into DWD. Specifically, capacity-building and technical assistance may include the following activities: Missouri Training Institute, exemplary project development, staff development, Labor Market Information Technical Assistance by MERIC and DWD staff, Governor's Conference, Youth Council development, and other technical assistance staff costs.

Funds may be available for conducting research and demonstrations depending on other priorities and available funding. Innovative Displaced Homemaker programs will be funded in conjunction with the Missouri Women's Council.

Adult, Youth and Dislocated Worker Activities may be funded if local areas use their WIA 15% One-Stop Career Center funds to serve these populations.

Finally, the cost of preparing and submitting the Annual Performance and Progress Report to the Secretary of Labor will be funded from WIA 15% funds.

C. Describe how any waivers or workflex authority (both existing and planned) will assist the state in developing its workforce investment system. (ss189(i)(1), 189(i)(4)(A) and 192)

In March 2006, Missouri submitted a Waiver Package consisting of 11 new waivers the state was requesting to meet many of Missouri's unique workforce challenges, such as DWD's Skilled Workforce Initiatives and the WIRED projects. Of those 11, two were denied and one waiver was declined by the state after approval (common measures waiver), making a total of eight new waivers accepted. With three waivers already approved, that brought the total to 11

waivers for Missouri through June 30, 2007. A list of those waivers is in the table below.

Approved Waivers:

- Deobligation/Reobligation Policy
- Utilize up to 10% local area funds to be used for statewide activities
- Approved increase from the 20% to 100% transfer between A & DW funds
- Common Measures Waiver (NOTE: this was declined)
- Allow Individual Training Accounts for Older Youth
- Eligible Providers of Youth Activities – competitive bid option
- Allow Local Regions to Provide the Ten Youth Program Elements as Options Available to Youth Participants
- Allow Local Regions to Provide 12-month follow-up as option – based on circumstances of customer
- Waiver to Allow the Governor to Utilize 25% of WIA Dislocated
- Worker/Rapid Response Funds as Statewide Activity Funds (NOTE: This waiver is being requested at 100% in this plan modification)
- Minimize data capture requirements (IWT) – NOTE: approved, but with severe restrictions
- Increase OJT Employer Reimbursement to 75% for Small Businesses
- Capitalization Funds of Small Business in concert with Entrepreneurial or Micro Enterprise Training (up to \$5,000)

Through this plan modification, Missouri is re-submitting ten of these waivers as written. The eleventh waiver, utilizing rapid response funds for statewide activities is being revised and is in Attachment 6 of this state plan modification. Missouri is also re-applying for the common measures waiver since new USDOL changes have taken effect (see Attachment 7). Missouri will benefit from new revisions and therefore assist the state in providing additional funding for new and innovative projects for the new talent development system. Missouri is very pleased with USDOL's changes to the common measures policy.

D. Performance Management and Accountability

Improved performance and accountability for customer-focused results are central features of WIA. To improve, states need not only systems in-place to collect data and track performance, but also systems to analyze the information and modify strategies to improve performance. (See Training and Employment Guidance Letter (TEGL) 15-03, Common Measures Policy, December 10, 2003.) In this section, describe how the state measures the success of its strategies in achieving its goals, and how the state uses this data to continuously improve the system.

Missouri has established an automated customer tracking and reporting system to monitor activities and employment outcomes for all participants. Individual

customers and their employment counselors input data into an internet-based job matching and case management computer system called MissouriCareersource.com. Data from Toolbox is combined and matched with data received from other computer systems such as the Missouri unemployment Insurance Wage file and WRIS to measure employment matches and outcomes. Quarterly reports at the state, region, local economic development, and One-Stop Career Center levels provide local managers and councils with results of programs and service delivery. Supplemental measures are used to track customer volume and employment services to ensure strategic goals are achieved. Regional directors and managers use the automated tracking and reporting system to make necessary changes and improve customer service.

The state is implementing JOBSTAT teams to further analyze critical performance factors and focus on continuous improvement. JOBSTAT will initially be made up of state leads and locally nominated representatives from each LWIA, as well as a few subject matter experts representing programs and special populations. Initial report review will consist of required reports, as per USDOL, as calculated by an LWIA, to identify significant impacts. Subsequently, JOBSTAT will identify additional management reports that are needed and develop a process to make them available.

1. *Describe the state's performance accountability system, including any state system measures and the state's performance goals established with local areas. Identify the performance indicators and goals the state has established to track its progress toward meeting its strategic goals and implementing its vision for the workforce investment system. For each of the core indicators, explain how the state worked with local boards to determine the level of the performance goals. Include a discussion of how the levels compare with the state's previous outcomes, as well as with the state-adjusted levels of performance established for other states (if available), taking into account differences in economic conditions, the characteristics of participants when they entered the program and the services to be provided. Include a description of how the levels will help the state achieve continuous improvement over the two years of the plan. (ss112(b)(3) and 136(b)(3))*

As the regions agreed-upon targets were accumulated into a statewide aggregate, DWD is poised to negotiate with the USDOL Regional Office, with supportive evidence showing the true capability of the combined regions, for performance goals in Program Year 2007. The extent of the research, the depth of the data and the open, honest conversations lead DWD to feel extremely comfortable with the performance targets negotiated. With the implementation of the Waiver to move to Common Measures, the EER, ER and Earnings Average for Adults, Dislocated Worker and Wagner-Peyser are consistent and remain unchanged.

DWD accumulated historical data on the new Youth Measures (Placement in Employment or Education, Attained a Degree or Credential, and Literacy and Numeracy Gains), in order to have a relevant discussion/negotiation with USDOL Regional Office. Negotiated and agreed upon targets are set forth in the following chart. DWD plans to negotiate these three new measures with LWIAs as soon as practical.

Below is a comparison of DWD's actual PY 2005 performance, the negotiated PY 2006 performance and DWD's negotiated and agreed upon PY 2007 & 2008 performance levels:

	PY '05 Actual Performance	PY '06 Negotiated Performance	PY '07 Negotiated Performance	PY '08 Negotiated Performance
WIA Adult				
Entered Employment	82%	80%	84%	86%
Retention	76%	81%	82%	83%
Average Earnings	\$8,882	\$8,788	\$9,362	\$9,455
Emp. & Credential	62%	66%	N/A	N/A
Dislocated Worker				
Entered Employment	89%	88%	90%	91%
Retention	85%	88%	88%	89%
Average Earnings	\$12,685	\$12,627	\$12,877	\$13,016
Emp. & Credential	73%	74%	N/A	N/A
Older Youth				
Entered Employment	83%	70%	N/A	N/A
Retention	81%	81%	N/A	N/A
Earnings Change	\$4,267	\$3,000	N/A	N/A
Credential	64%	50%	N/A	N/A
Younger Youth				
Skill Attainment	75%	85%	N/A	N/A
Diploma/Equivalent	66%	78%	N/A	N/A
Retention	71%	63%	N/A	N/A
Customer Satisfaction				
Participant	84%	74%	N/A	N/A
Employer	92%	73%	N/A	N/A
Wagner-Peyser				
Entered Employment	63%	62%	63%	65%
Retention	79%	82%	79%	81%
Average Earnings	\$9,396	\$9,143	\$9,944	\$10,143

Youth

Employment or Education	62%	N/A	62%	62%
Degree/Certificate	42%	N/A	43%	43%
Literacy/Numeracy	N/A	N/A	35%	35%

DWD will watch the actual performance of the Youth Measures in light of the new initiative to focus on serving the neediest youth such as out-of-school youth, high school dropouts, runaway and homeless youth, youth in foster care, court involved youth children of incarcerated parents, migrant youth, Indian and Native American youth and youth with disabilities. DWD proposes a decrease in both the Dislocated Worker and Wagner-Peyser programs retention measure due to review of past performance and general economic conditions.

DWD believes that as the agency moves to a more realistic set of performance expectations, LWIAs and their service providers will be able to concentrate less on reaching unrealistic goals and focus more on providing appropriate high-quality services to their customers. DWD believes this improved focus on meeting the customers' needs will lead to continuous improvement of the system's performance.

The DWD approach to PY 2008 was initially to "pencil-in" a modest 2% improvement factor over the PY 2007 locally negotiated goals. DWD is now requesting the waiver to move entirely to Common Measures for PY 2008. Once approval of that waiver is received, DWD will again begin the local negotiation process utilizing relevant data. By Spring 2008, DWD will be prepared to re-negotiate those Common Measures with the USDOL Regional Office.

2. *Describe any targeted applicant groups under WIA Title I, the Wagner-Peyser Act or Title 38, Chapters 41 and 42 (Veterans Employment and Training Programs) that the state tracks. (ss111(d)(2), 112(b)(3) and 136(b)(2)(C))*

Missouri has identified several targeted applicant groups. These include dislocated workers, foster care youth transitioning to adulthood, at risk out-of-school youth, JMG participants, older workers, migrant and seasonal farmworkers, Hispanic workers (particularly those with limited English proficiency), workers with disabilities, and veterans. Each of these customer groups is indicated in the database system so they can be monitored for improved employment outcomes.

3. *Identify any performance outcomes or measures in addition to those prescribed by WIA and what process is the state using to track and report them?*

In order to maintain focus on the need for Missouri's workforce to gain competitive skills, DWD will analyze skill achievements of participants. Although we will no longer be following the DOL definition of "credential/certificate" since moving to Common Measures, the importance of relevant training and receipt of credentials will continue to be viewed as important. The state's JOBSTAT Team has begun those conversations and will move to a common set of reportable items that will track continued skill improvement.

In addition, there will be further refining and tracking of items like cycle time, market penetration and return business customers. While these performance measures are not yet clearly defined, they will be guiding principles for the future of the workforce investment system. By continually tracking and reporting such measures, the system will continue to view them as important.

DWD will be tracking performance of the Temporary Assistance (TANF) customers served in the Career Assistance Program (CAP). DWD's focus will be the CAP Work Participation Rate, defined as the number of CAP cases subject to work participation requirements and time limits participating at least 30 hours per week in federally approved employment-related activities, divided by the total number of open CAP cases subject to work participation requirements and time limits. The process used to track and report these outcomes is similar to the process used to track and report federal outcomes. Data are extracted from production systems into a data warehouse. Information from the data warehouse is read by a web-based reporting tool that calculates outcomes, formats outputs, and displays data for printing and/or analysis in spreadsheets.

Work participation rates will be tracked and monitored by JOBSTAT teams both at the state and LWIAs. As JOBSTAT progresses, DWD expects to acquire additional "predictive reports" that will assist in continuous improvement.

4. *Describe the state's common data system and reporting processes in place to track progress. Describe what data will be collected from the various One-Stop partners (beyond that required by DOL), use of quarterly wage records (including how your state accesses wage records), and how the statewide system will have access to the information needed to continuously improve. (s112(b)(8)(B))*

The State of Missouri's workforce system uses an internet-based case management system known as Toolbox. The Toolbox system provides a database, which collects customer information to be used for assessment, enrollment, customer tracking, and performance reporting of the programs

operated by DWD. Partners, within the One-Stop system, may access this data, to reduce duplication of information requested from the customer. Partner staff has the ability to read and enter case notes into customer records, which enhances the shared case management approach.

Missouri uses several common data systems and reporting processes to meet requirements. First, Missouri subscribes to the Data Analysis and Reporting Tool, (DART) (maintained by America's Job Link Alliance, AJLA). DART performs thousands of calculations to render all federally required Wagner-Peyser and WIA reports. This system uses wage matching from the state-source earnings file and the Wage Record Interchange System (WRIS). Reports from DART are generated at the state and local levels in portable document file (PDF) formats and are accessible on the agency intranet.

Supplemental management reports such as those described above are accessed with Toolbox. Data access is provided by Missouri's state-of-the-art Toolbox-based approach to report aggregate and detailed information about customer activities and outcomes to administrators, supervisors, and front-line staff. Toolbox uses Oracle software to read and summarize information from a data warehouse containing real-time records from several of Missouri's One-Stop Career Center database systems. It includes applications for eligibility determination and issuance of public assistance benefits, unemployment insurance, case management, employment planning, job matching, and employer-reported wages. Toolbox provides supplemental summary and detail reports to internal users on multiple federal programs including Career Assistance Program (CAP), Food Stamps, Medicaid, the Workforce Investment Act (WIA), and the Wagner-Peyser Act. Most reports allow summary information to be provided to the local office location.

DWD is currently in the process of redesigning its case management and tracking system. Many of the already contracted enhancements to the current system are necessary to support full, yet seamless, integration of all workforce related services and compliance with the One-Stop philosophy such as:

- Central tracking and reporting base for all partners in the workforce system reducing the likelihood of duplication or redundancies of services;
- Shift from program-centric focus to service-level execution – one customer/one record regardless of the number of services providers participating in the customer's quest for self-sufficiency;
- Improved and intuitive application flow will free up staff time to focus more on customer needs and self-development rather than computer requirements;

- Online forms/document repository will ensure every staff member has access to the same information and tools;
- Comprehensive data validation should aid in the state's commitment to provide accurate reports to locals, state and federal stakeholders;
- Improved communication among all partners; and
- Ad-hoc reporting to improve service providers abilities to track their own progress.

5. *Describe any actions the Governor and State Board will take to ensure collaboration with key partners and continuous improvement of the statewide workforce investment system. (ss111(d)(2) and 112(b)(1))*

Missouri's Governor, through MTEC and local WIB private partnerships will continue to occur as private sector allies increasingly see these partnerships as directly and positively impacting their business operations. Successful partnerships require frank input and feedback from partners, a clear understanding of their responsibilities, and clarifying what each contributes to the success of the partnership. DWD will continue revamping the partnerships with other government agencies, especially those outlined in WIA. Formal information sharing among government agencies has improved and ensures effective partnerships. These partnerships have created a common goal of improving the state's workforce investment system, which in turn also helps each partner realize their individual goals.

6. *How do the state and local boards evaluate performance? What corrective actions (including sanctions and technical assistance) will the state take if performance falls short of expectations? How will the state and local boards use the review process to reinforce the strategic direction of the system? (ss111(d)(2), 112(b)(1), and 112(b)(3))*

Each quarter, the local boards meet to evaluate service delivery and approve strategies for improved performance. As part of the agenda, the local board reviews quarterly performance reports including federal measures as well as supplemental indicators. Details on regional or office locations are available. One of the goals of JOBSTAT is to assist each LWIA in establishing area JOBSTAT teams. These local teams will identify best practices from within the area, by Career Center, and utilize those learnings for continuous improvement. As measurements increase and decrease, local boards will take an active role in identifying problem areas and scheduling follow-up. The local boards have the option to request technical assistance to enhance areas that require improvement. According to follow-up reports, the board ensures the strategic direction of the system is maintained.

Local WIBs will set performance targets for WIA Title I in a negotiation process developed with local partners. These targets, with measurable milestones, will be the goals to which each area will strive. As data becomes available, progress toward those targets will become track able, as will the data relative to customer progress through milestones. These data items will become the basis for management reporting at the local level, as well as management negotiation elements for enhancing partnerships.

The state will be developing management reports, to be generated quarterly, to assist local areas in determining progress toward WIA outcomes. Quarterly meetings of JOBSTAT will assist each local representative in identifying centers or programs needing improvement, and identifying other areas in the state to serve as resources, by virtue of showing exemplary performance. As these reports are generated, local areas that show a significant lack of progress will be provided technical assistance. Technical assistance may include:

- Technical assistance from any DWD section in all aspects of accountability. Consultations may be with WIB members, WIB staff, CLEOs, One-Stop operators, WIA Title I operators, functional managers or subcontractors.
- A written corrective action plan may be required of a local WIB.
- Continuous monitoring, quarterly accountability report review, desk monitoring and/or on-site negotiation discussions may be held as appropriate.

MTEC, in accordance with WIA Section 116 (a)(3)(B), has defined “substantially met” in respect to WIA performance. Local Areas will have “substantially met” WIA Performance if the final Annual Report for a program year shows that the area achieved at least 80% of the area’s negotiated level on all measures, with no “Program Area” cluster falling below 100% of the area’s negotiated level.

In keeping with the strategic direction of DWD, a revised incentive policy is being researched to include not only WIA performance indicators, but also Wagner-Peyser, CAP, and common measures performance achievement. There are also two other categories of incentive awards envisioned. They are Fiscal Achievement and Innovation. To be eligible to apply for an incentive grant, a local area must meet criteria in any of the three categories, but if an area is successful in all three, additional incentive awards will be available.

The revised incentive policy incorporates WIA performance, but cannot address sanction policy and remain in compliance with WIA. Therefore, Missouri continues to follow the prescribed sanction policy. In

accordance with WIA Section 117(c) (3) (B) “the Governor may decertify a local board if a local area fails to meet the local performance measures for such local area for 2 consecutive program years (in accordance with section 136(h)(2)(A)). The Governor shall take corrective actions, which may include development of a reorganization plan...”(See also 20 CFR Part 666.420.)

Sanctions may include consolidation of local areas to achieve better results and improve administrative functions. Such consolidation will necessitate a re-certification of the local WIB. If a local workforce investment area fails to achieve its negotiated performance (or significantly exceeds its targets), by the end of the first year, re-negotiation will occur. While re-negotiation for failure to achieve results may not significantly reduce the targets to be achieved for its second year, a plan to redesign service provision or partner participation will be developed to enhance the area’s ability to achieve performance as negotiated. While LWIB program performance is monitored by DWD, which operates as the WIA Administrative Entity, MTEC may utilize local WIA performance in their deliberations on potential policy recommendations.

7. *What steps has the state taken to prepare for implementation of new reporting requirements against the common performance measures as described in TEGL 15-03, December 10, 2003, Common Measures Policy? In addition, what is the state’s plan for gathering baseline data and establishing performance targets for the common measures? NOTE: ETA will issue additional guidance on reporting requirements for common measures.*

All of the employment outcomes discussed above use the Common Measures definitions as a basis for computation. These measures have been applied to all ETA programs. As DWD prepares to implement the “Common Measures Waiver,” all tracking mechanisms and definitions are in place. DWD will use these mechanisms to establish reasonable targets within local areas and accumulate those to a proposed state target for each common measure for PY 2008.

8. *Include a proposed level for each performance measure for each of the two program years covered by the plan. While the plan is under review, the state will negotiate with the respective ETA Regional Administrator to set the appropriate levels for the next two years. At a minimum, states must identify the performance indicators required under section 136, and, for each indicator, the state must develop an objective and quantifiable performance goal for two program years. States are encouraged to address how the performance goals for local workforce investment areas and training provided will help them attain their statewide performance goals. (ss112(b)(3) and 136)*

See Section X.D.1

E. Administrative Provisions

1. *Provide a description of the appeals process referred to in s116(a)(5)(m).*

The appeals process was described in Section VIII, A, 3.

2. *Describe the steps taken by the state to ensure compliance with the non-discrimination requirements outlines in s188.*

The Missouri Division of Workforce Development is responsible for implementing (WIA) non-discrimination regulations. DWD complies with the requirements as prescribed at 29 CFR 37.23 through 37.28 regarding Equal Opportunity Officers. Consistent with 29 CFR Part 27, Local Equal Opportunity Officers (EOO) have been designated for each of the 14 Local Workforce Investment Areas. All are senior level employees whose other duties do not conflict with the responsibilities outlined for Local EOOs. Resources within DWD support the state's Equal Opportunity Program. Program operations within DWD provide staff support for planning and research, statistical data and other logistical support. The state WIA EO Officer is identified on all "Equal Opportunity is the Law" posters and other communication, such as the complaint guide, that is made available to all applicants and employees within the One-Stop system. This designation is required and the responsibilities include, but are not limited to, coordinating subpart C of 29 CFR and part 37: Governor's Responsibilities to Implement the Non-discrimination and Equal Opportunity requirements of WIA. Notices are provided to all appropriate organizations including WIBs, One-Stop operators, administrative and local offices (including One-Stop partners) receiving WIA financial assistance. Missouri has established a notice and communication system that makes all covered individuals and interested members of the public aware of its obligation to operate WIA programs and activities in a nondiscriminatory manner. It also provides for the rights of covered individuals to file complaints of discrimination.

DWD has provided guidance to WIA grant recipients, WIB chairs, One-Stop operators and partners, local contacts, regional office managers and local EO officers regarding the required notice and communication system. "Equal Opportunity is the Law" posters in English and Spanish establish the state's initial notification to address this element. The poster contains the required language as specified in 29 CFR Part 37.30. It also provides the name, address, telephone number and TDD number of the State WIA EO Officer. A list of Local Level EO Officers has been provided to the same. These posters are displayed prominently and

conspicuously in areas frequented by the public and employees. All recruitment brochures and other materials routinely made available to the public include the following statements: “(agency name) is an equal opportunity employer with equal opportunity programs. Auxiliary aids and services are available upon request to individuals with disabilities.” Where a telephone number is included on publications, a TDD/TTY number or equally effective means of communication with individuals with hearing impairment is also included.

The state will continue to assess the need for training and development for all recipients of Title I financial assistance through the duties performed by the local EO officers. The method and frequency for disseminating the EO notice to registrants/applicants and eligible applicants/registrants; participants, applicants for employment and employees/union or professional organizations that hold collective bargaining agreements or professional agreements with the recipient; subrecipient; and members of the public is performed, as well, through the duties of the local EO officers. The state has issued Equal Opportunity Issuance 08-00 that outlines the discrimination complaint procedures to be utilized by the state EO officer and recipients. This procedure has been adopted statewide for all entities. The process provides for the issuance of a written Notice of Final Action that address each issue raised in the complaint within 90 days of the date on which the complaint was filed. When a complaint is filed, an initial notice is sent to the complainant that contains an acknowledgement that the recipient has received the complaint and a notice that the complainant has the right to be represented in the complaint process. In addition, this notice will articulate a list of the issues raised in the complaint and for each issue, a statement whether the recipient will accept the issue for investigation or reject the issue, and the reasons for each rejection. Timelines for each step in the process are delineated in the Issuance. The provision for Alternative Dispute Resolution (ADR) will be offered initially to all complainants at the onset of filing a discrimination complaint. The state will provide a trained facilitator from the Department of Economic Development.

The procedure highlights the right of the complainant to file a complaint directly with CRC. Also, the procedure discusses complaints may be filed alleging intimidation and retaliation. The complainant may also file with the CRC, if the Notice of Final Action issued by the state or the local WIB is not satisfactory. The process further provided that if there is no final resolution of the complaint within ninety days of the date the complaint is filed, the complainant is notified he or she may file his or her complaint with CRC within 30 days of the day the notice should have been issued. In addition, if the complainant is not satisfied with the Notice of Final Action, he or she has 30 days to file with CRC. Monitoring of regional

compliance with Section 188 occurs during the annual Continuous Improvement Reviews.

XI. ASSURANCES

1. The state assures that it will establish, in accordance with section 184 of the Workforce Investment Act, fiscal control and fund accounting procedures that may be necessary to ensure the proper disbursement of, and accounting for, funds paid to the state through the allotments made under sections 127 and 132. (s112(b)(11))
2. The state assures that it will comply with section 184(a)(6), which requires the Governor to, every two years, certify to the Secretary, that –
 - a. The state has implemented the uniform administrative requirements referred to in section 184(a)(3);
 - b. The state has annually monitored local areas to ensure compliance with the uniform administrative requirements as required under section 184(a)(4); and
 - c. The state has taken appropriate action to secure compliance with section 184(a)(3) pursuant to section 184(a)(5). (s184(a)(6))
3. The state assures that the adult and youth funds received under the Workforce Investment Act will be distributed equitably throughout the state, and that no local areas will suffer significant shifts in funding from year to year during the period covered by this plan. (s112(b)(12)(B))
4. The state assures that veterans will be afforded employment and training activities authorized in section 134 of the Workforce Investment Act, and the activities authorized in Chapters 41 and 42 or Title 38 US Code. The state assures that it will comply with the veterans' priority established in the Jobs for Veterans Act. (38 USC 4215)
5. The state assures that the Governor shall, once every two years, certify one local board for each local area in the state. (s117(c)(2))
6. The state assures that it will comply with the confidentiality requirements of section 136(f)(3).
7. The state assures that no funds received under the Workforce Investment Act will be used to assist, promote, or deter union organizing. (s181(b)(7))
8. The state assures that it will comply with the nondiscrimination provisions of section 188, including an assurance that a Methods of Administration plan has been developed and implemented. (s188)

9. The state assures that it will collect and maintain data necessary to show compliance with the nondiscrimination provisions of section 188. (s185)
10. The state assures that it will comply with the grant procedures prescribed by the Secretary (pursuant to the authority in section 189(c) of the act), which are necessary to enter into grant agreements for the allocation and payment of funds under the act. The procedures and agreements will be provided to the state through the ETA Office of Grants and Contract Management and will specify the required terms and conditions and assurances and certifications, including, but not limited to, the following:

* General Administrative Requirements --

- 29 CFR part 97 – Uniform Administrative Requirements for State and Local Governments (as amended by the act)
- 29 CFR part 96 (as amended by OMB Circular A-133) – Single Audit Act
- OMB Circular A-87 – Cost Principles (as amended by the act)

* Assurances and Certifications --

- SF 424 B – Assurances for Non-construction Programs
- 29 CFR part 37 – Nondiscrimination and Equal Opportunity Assurance (and regulation) 29 CFR 37.20
- CFR part 93 – Certification Regarding Lobbying (and regulation)
- 29 CFR part 98 – Drug Free Workplace and Debarment and Suspension Certifications (and regulation)

* Special Clauses/Provisions --

Other special assurances or provisions as may be required under federal law or policy, including specific appropriations legislation, the Workforce Investment Act, or subsequent Executive or Congressional mandates.

11. The state certifies that the Wagner-Peyser Act Plan, which is part of this document, has been certified by the State Employment Security Administrator. (The Labor Exchange Wagner-Peyser services are housed within the Division of Workforce Development under the Department of Economic Development.)
12. The state certifies that veterans' services provided with Wagner-Peyser Act funds will be in compliance with 38 U.S.C. Chapter 41 and 20 CFR part 1001.
13. The state certifies that Wagner-Peyser Act funded labor exchange activities will be provided by merit-based public employees, in accordance with DOL regulations.

14. The state assures that it will comply with the MSFW significant office requirements in accordance with 20 CFR part 653.
15. The state certifies it has developed this plan in consultation with local elected officials, local workforce boards, the business community, labor organizations and other partners.
16. As a condition to the award of financial assistance from the Department of Labor under Title I of WIA, the grant applicant assures that it will comply fully with the nondiscrimination and equal opportunity provisions of the following laws:
 - * Section 188 of the Workforce Investment Act of 1998 (WIA), which prohibits discrimination against all individuals in the United States on the basis of race, color, religion, sex, national origin, age, disability, political affiliation or belief, and against beneficiaries on the basis of either citizenship/status as a lawfully admitted immigrant authorized to work in the United States or participation in any WIA Title I financially-assisted program or activity;
 - * Title VI of the Civil Rights Act of 1964, as amended, which prohibits discrimination on the basis of race, color or national origin;
 - * Section 504 of the Rehabilitation Act of 1973, as amended, which prohibits discrimination against qualified individuals with disabilities;
 - * The Age Discrimination Act of 1975, as amended, which prohibits discrimination on the basis of age; and
 - * Title IX of the Education Amendments of 1972, as amended, which prohibits discrimination on the basis of sex in educational programs.

The grant application also assures that it will comply with 29 CFR part 37 and all other regulations implementing the laws listed above. This assurance applies to the grant applicant's operation of the WIA Title I financially-assisted program or activity, and to all agreements the grant applicant makes to carry out the WIA Title I financially-assisted program or activity. The grant applicant understands that the United States has the right to seek judicial enforcement of this assurance.

17. The state assures that funds will be spent in accordance with the Workforce Investment Act and the Wagner-Peyser Act and their regulations, written Department of Labor guidance implementing these laws, and all other applicable federal and state laws and regulations.

A Bi-State Vision for Workforce Development

Missouri and Kansas share more than a state line and more than a WIRED region. Both states share a passion for re-imagining workforce development and its role in creating individual, business, and community prosperity.

Missouri and Kansas are together one of 13 recipients who received funding from the original WIRED Initiative. DWD and the Kansas Department of Commerce have jointly discussed the impact this project has brought to both state plans and therefore made a decision to address the critical workforce challenges, and enhancements for the system capacity by developing a bi-state regional component to each state plan.

The OneKC Regional Workforce Council consists of seven local boards within an 18-county, bi-state region (See Attachment 11). While the Council has no statutory or regulatory authority over the seven LWIAs, it serves as a regional advisory body to position the public workforce system as a relevant talent development pipeline for business and economic development across political jurisdictions in the 18-county, bi-state region.

The council will be responsible for planning and developing all OneKC WIRED public workforce solutions, and its membership includes:

- Chairs of the seven Missouri and Kansas LWIAs within the OneKC WIRED region
- LWIA Directors (or designated staff member) from the seven LWIAs
- One Johnson County Community College administrator
- One Metropolitan Community College administrator
- Partnership for Regional Education Preparation-KC (PREP-KC)
- One representative each from the Alliance for Innovation in Manufacturing-Kansas City, Kansas City Area Life Sciences Institute, and the Metropolitan Healthcare Council
- Additional private-sector representatives from the three target sectors

The impetus for bi-state planning arose from frequent meetings around the design and implementation of the OneKC WIRED grant. State representatives from Missouri and Kansas recognized many points of connection were in development, including a bi-state Career Readiness Certificate signed by the two Governors, lifelong learning accounts, common business services protocol, and other tools and processes. The most important connector, however, was discovered to be a shared commitment to transforming the workforce investment system into a talent development system.

Staff from both state agencies convened in May 2007 to explore this burgeoning relationship. The joint meeting served a further purpose in fostering personal connections between staff of the two agencies. Picking up a phone and seeking or offering assistance is considerably easier when a relationship has been established. The value of the combined planning experience will certainly grow over time.

Key connectors between the states include:

- Disability Navigator

- Career Readiness Certificate and WorkKeys assessments
- Skill development focus for the system
- Concept of “Workforce Intelligence” replacing LMI
- Coordinated employer outreach in the OneKC region
- Identical waivers
- Shared tools developed for WIRED (LiLAs, CAAs, scholarships, local WIA-WP planning instructions, common skill development infrastructure, common career resource platform, common business services protocol, marketing materials, regional job vacancy data)
- Reciprocal agreements for community college tuition
- Shared target industries (health care, advanced manufacturing, energy, bioscience)
- Need for LWIA and staff professional development
- SHARE network
- Bi-state state board meeting
- Agreement to share a “balanced scorecard” (incorporated in the plan preface piece that follows)

In conjunction with the Workforce Innovations Conference held July 17-19, 2007, a bi-state board meeting was held July 17 at the Workforce Innovations Conference to compare and contrast the workforce systems in both states. Both Governors participated in the Opening Plenary at the conference.

Kansas and Missouri have elected to share a balanced dashboard as a way of organizing and expressing shared goals and the points of intersection while still acknowledging individual differences. Even in areas where there is a shared initiative, the two states are at very different levels of development and implementation. For any given initiative where one state is in the lead (e.g., Remote Access technology in Kansas and SHARE network implementation in Missouri), opportunities can still be identified for shared learning and avoid “reinventing the wheel,” thereby making more effective use of time and resources. The table on the following pages reflects the states’ shared and unique strategies around common goals. More detail about the initiatives is provided in the individual state plans.

Bi-State Balanced Dashboard

The two states share goals, desired results, and some key strategies for getting there, even though they may be at different stages of readiness and implementation. They also each have their own unique strategies.

KEY: Shared initiatives and strategies are in green. Unique Missouri strategies are in red. Unique Kansas strategies are in blue.

Financing the System	Quality Customer Experiences
<p>Goal:</p> <p>System resources are redirected to increase investments in skill development.</p> <ul style="list-style-type: none">◆ Invest funds in Lifelong Learning Accounts and Career Advancement Accounts◆ Invest funds in Career Readiness Certificates and WIN/KeyTrain◆ Utilize reciprocity agreements for college tuition between the states to conserve resources (in-state tuition prices allowed for out-of-state students)◆ Take advantage of waivers that allow movement of financial resources to where they are most needed and have the greatest impact on the vision (waivers are approved in Missouri and pending approval in Kansas): utilize up to 10% of local area funds for statewide activities; allow ITAs for older youth; transfer funds between adult and dislocated worker programs; utilize dislocated worker/ rapid response funds as statewide activities, increase OJT reimbursements to small employers)◆ Invest in Skilled Workforce Initiatives that require 100% local match, are locally sustainable, and target skill development to address the root causes of human capital challenges.◆ Invest in Jobs for Missouri's Graduates to keep youth in school and working on skills.◆ Invest in the Alchemy SISTEM™ to provide an additional tool for educating customers.◆ Reorganize the workforce system to delete a layer of management and make more resources available for skill development.◆ Expand Business and Industry Training program resources to develop skills for targeted industries.	<p>Goals:</p> <p>The public system provides a higher quality experience for customers (business, career seekers, and youth).</p> <p>For the Career Seeker Customer:</p> <ul style="list-style-type: none">◆ Charter (Missouri) or certify (Kansas) programs meeting minimum defined expectations◆ Retool and certify One-Stops to be One-Stop Career and Development Centers, with tools for WorkKeys assessments, Career Readiness Assessments, and technical skill credentials such as industry-recognized manufacturing skills certifications◆ Advance career assessment and placement through the internet through a four-state Kudos initiative.◆ Provide additional tools for career seekers to increase their skills (Lifelong Learning Accounts, Career Advancement Accounts, WIN and Alchemy SISTEM™).◆ Implement a “brand” that clearly identifies the customer and is associated with workforce development. Market the system under a new brand (same concept, but different brand name)◆ Implement and sustain strategies for the career seeker system, including the SHARE network and Remote Access Project technology◆ Develop and implement policies, programs, and partnerships to provide equitable access for special populations, including the youth, both states; partnering to serve ex-military and older worker strategies in Kansas◆ Create a shared Eligible Training Region for the WIRED region. <p>For Youth:</p>

- ◆ Explore policies to require a minimum funding percentage spent on direct client services
- ◆ Explore policy options to increase overall expenditures through incentive policies and special initiatives.
- ◆ Explore options to enhance the ability to train for high skill/high demand occupations (e.g., re-examine caps on ITAs).
- ◆ Align state investments in postsecondary education with industry demand.
- ◆ Invest state funds in addressing the teacher shortage, particularly in science, math, and special education in rural and high-poverty areas.

Expected Results:

- More funds are leveraged into the system to expand resources for skill development.
- A greater percentage of resources are devoted to skill development (with a corresponding lesser percentage on infrastructure and labor exchange).
- Resources are prioritized to support targeted industries and address their human capital needs.

- ◆ Enhance services and outcomes for youth. Missouri will explore a Regional Youth Council with participating in the Shared Youth Council. Additionally, Missouri will sustain the Missouri Graduates (JMG); map youth alternative programs and make referrals through the system; examine creating a state youth council to combine the proposed State Youth Council steering committee, and Shared Youth Council to coordinate with the Missouri Area Council of Centers to foster youth interest in workforce, the needs of targeted business customers, Math, Engineering, Technology, and Science through JMG.

- ◆ Expand the Career Readiness Centers

For the Business Customer:

- ◆ Develop Resource Rooms for employers (Business Resource Centers in Missouri and Centers in Kansas).
- ◆ Coordinate employer outreach in Missouri and develop and implement a common protocol.
- ◆ Fill skill gaps and develop the talent pipeline in target industries (shared target industries in advanced manufacturing, energy, and health care). Strategies are shared in the KC Workforce Consortium, state health care consortium that includes Missouri and Southeast Kansas. Utilize the Skilled Workforce Initiative in Missouri and Postsecondary and Industry Demand in Kansas.
- ◆ Sustain the Interdepartmental Council on Job Creation and Economic Growth to ensure adequately educated and skilled workforce to meet employers' needs by increasing training, certifications and degrees.
- ◆ Help Kansas businesses learn about workforce as a recruitment strategy and access child care tax credit; create a resource for employers wishing to establish a child care center; the lessons learned from child care projects.

	<ul style="list-style-type: none"> ◆ Explore with industry the need for worker certification. <p>Expected Results:</p> <ul style="list-style-type: none"> ➤ High customer satisfaction with the system. ➤ Greater usage of the system by Career Seeker youth. ➤ Career Seeker customers are equipped to earn more credentials. ➤ Business customers experience an improved service. ➤ Special populations (including youth, offenders, and others) are better served to the needs of employers in targeted areas.
<p>Learning and Growth</p> <p>Goals:</p> <p>Increase the capacity and professionalism of the system to be successful in today’s policy and economic environment.</p> <p>Create a demand-driven system within a regional economic development context.</p> <ul style="list-style-type: none"> ◆ Develop the capacity of local Workforce Investment Boards to direct the system in the new economy. ◆ Provide professional development experiences for WIB staff, which may include shared learning networks. ◆ Provide on-going “messaging” to the system to help system staff re-imagine themselves as talent facilitators and re-imagine the system as a skill development system. ◆ Sustain a Regional Workforce Council in the KC WIRED region to practice bi-state regional thinking and acting; document the lessons learned for other regional initiatives. Explore the potential for a Regional Youth Council connected to the workforce council. ◆ Convene a Bi-State State Board Meeting to help develop a shared vision of the system and foster learning between the states. ◆ Develop a joint local WIA-WP plan in the KC WIRED region that helps One-Stop staff plan in a regional context. ◆ Implement Alchemy SISTEM™ training modules that have been custom developed for staff training. ◆ Incent regionalism through projects that transcend local boundaries. 	<p>Process Improvement</p> <p>Goal:</p> <p>Enhance integration with improved service and increased efficiencies.</p> <ul style="list-style-type: none"> ◆ Create “workforce intelligence” and market information by incorporating labor market information and analysis. In both the KC WIRED region and the St. Louis region, develop Vacancy Surveys (separate as well as combined) In Missouri, effective 1/1/12, the Missouri Department of Economic Development Crawler and Real Time Labor Market Data Application. Occupational Projections/ACT Workforce Projections Application. ◆ Develop and implement a combined regional KC WIRED ◆ Develop and implement a joint application for customers. ◆ Develop and implement an electronic route customers to services that be better served and move them more quickly into the workforce. ◆ Revise UI profiling processes to allow for better access to re-employment services and training. ◆ Implement JOBSTAT to improve accountability, and results. ◆ Redesign the Toolbox Case Management system to integrate case management and coordination with JOBSTAT. ◆ Produce unduplicated, center-level data for the region.

<p>workforce area boundaries and develop the capacity of local entities to think and act regionally.</p> <ul style="list-style-type: none"> ◆ Develop the skills of Business Services Teams to become human resource diagnostic experts. <p>Expected Results:</p> <ul style="list-style-type: none"> ➤ Stronger and more innovative local workforce investment boards. ➤ Stronger and more innovative and flexible board staff. ➤ One-Stop staff will have a shared vision and higher skills for making talent development the focus of the system rather than job placement. ➤ All levels of the system will have developed expertise and experience in thinking and acting regionally. 	<p>reports.</p> <ul style="list-style-type: none"> ◆ Continue a new performance negotiation on history, economic trends, and community expectations. ◆ Address TANF reauthorization through immediate engagement, incremental new definitions of meeting work requirements. ◆ Reorganize the state agency for greater effectiveness, including positioning Business and Industry Services to align resources with business attraction and integrating financial and program management unit; centralizing grants, contract management, centralizing training and technical assistance, centralizing policy development and reports. ◆ Centralize workforce policy development in a single unit in the Department of Commerce. <p>Expected Results:</p> <ul style="list-style-type: none"> ➤ Improved and more effective performance outcomes. ➤ More meaningful and useful workforce
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STATE OF MISSOURI
DIVISION OF WORKFORCE DEVELOPMENT

LIST OF ACRONYMS

ADA	Americans with Disabilities Act	CSW	Corporation for a Skilled Workforce
ADR	Alternative Dispute Resolution	DART	Data Analysis and Reporting Tool
AECAP	Adult Education Coordination and Planning	DED	Department of Economic Development
AEL	Adult Education and Literacy	DES	Division of Employment Security (Missouri Dept. of Labor and Industrial Relations)
Alchemy SISTEM™	Standard Industry Skills Training and Educational Media		
AP	Advanced Placement	DESE	Department of Elementary and Secondary Education
BRAC	Base Realignment and Closures	DOC	Department of Corrections
BRC	Business Retention Coordinator	DOL	US Department of Labor
CAA	Career Advancement Account	DPN	Disability Program Navigator
CAEL	Council for Adult Experiential Learning	DRA DVOP	Deficit Reduction Act Disabled Veterans Outreach Program
CAP	Career Assistance Program		Specialists
CDBG	Community Development Block Grant Program	DWD	Division of Workforce Development
CEO	Chief Elected Official		
CFA	Clinical Faculty Academy	e-NDMS	JAG National Data Management System
CFR	Code of Federal Regulations	EO ETA	Equal Opportunity Employment and Training Administration (US Department of Labor)
CIR	Continuous Improvement Review		
CRC	Civil Rights Commission		

FBCO	Faith-Based and Community Organization	LiLAs	Lifelong Learning Accounts
FEC	Full Employment Council	LMI	Labor Market Information
FSD	Family Support Division (Missouri Dept. of Social Services)	LVER	Local Veterans Employment Representative
GCDF	Global Career Development Facilitator	LWIA	Local Workforce Investment Area
GDP	Gross Domestic Product	LWIB	Local Workforce Investment Board
GED	General Equivalency Development	MACT	Missouri Association for Customized Training
GreatHires	DWD's Job Matching System	MAHEC	Missouri Area Health Education Centers
HSTW	High Schools That Work	MAP	Missouri Assessment Program
HVACR	Heating, Ventilation, Air Conditioning and Refrigeration	MAWD	Missouri Association of Workforce Development
ITA	Individual Training Account	MCE	MidCity Excellence Community Learning Center
IWT	Incumbent Worker Training	MDHE	Missouri Department of Higher Education
JAG	Jobs for America's Graduates	MEC	Missouri Employer Committee
JMG	Jobs for Missouri's Graduates	MERIC	Missouri Economic Research and Information Center
JOBSTAT	Performance Management Team	METP	Missouri Food Stamp Employment and Training Program
JVS	Job Vacancy Survey	METS	Math, Engineering, Technology and Science
LED	Local Employment Dynamics	MJTCC	Missouri Job Training Coordinating Council
LEP	Limited English Proficiency	MoCRC	Missouri Career Readiness Certificate
		MoDOT	Missouri Department of Transportation

MOU	Memorandum of Understanding	PPRC	Public Policy Research Center
MRP	Missouri Reentry Process		
MSA	Metropolitan Statistical Area	RCGA	Regional Chamber and Growth Association
MSFW	Migrant Seasonal Farmworker	RRU	Rapid Response Unit
MTEC	Missouri Training and Employment Council	SBDC	Small Business Development Center
MVC	Missouri Veterans Commission	SHARE	Sharing How Access to Resources Empowers
NAM	National Association of Manufacturers	SLATE	St. Louis Agency on Training and Employment
NAP	Neighborhood Assistance Program		
NAWDP	National Association of Workforce Development Professionals	SNAP	SHARE Network Access Points
NCLB	No Child Left Behind	SOC	Standard Occupational Classification
NEG	National Emergency Grant	SWI	Skilled Workforce Initiative
NFJP	National Farmworker Jobs Program	SYV	Strategic Youth Vision
NGA	National Governors Association		
OA	Office of Apprenticeship (USDOL)	TANF	Temporary Assistance for Needy Families
OJT	On-the-Job Training Program	TEAM	Training and Employment Administrators of Missouri
OSSM	One-Stop Site Manager	TEGL	Training and Employment Guidance Letter (US Department of Labor)
OWDS	Offender Workforce Development Specialist	THU	Transitional Housing Unit
PDF	Portable Document File	TREC	Traveling the Road Exploring Careers
PFS	Parents' Fair Share	UI	Unemployment Insurance

USDOL	United States Department of Labor	WIN	Worldwide Interactive Network
		WIRED	Workforce Innovation in Regional Economic Development
WARN	Worker Adjustment and Retraining Notification	WITS	Workforce and Innovation Technical Solution
WI	Workforce Intelligence	WOTC	Work Opportunity Tax Credit
WIA	Workforce Investment Act	WRIS	Wage Record Interchange System
WID	Workforce Information Database		

MISSOURI STATE PLAN – PYs 2007 & 2008

ATTACHMENTS

1. Talent Development Pipeline
2. Product Life Cycle
3. Local Workforce Investment Areas (Map)
4. State Grievance Procedures
5. Missouri's Approved Waivers – Request for Extension
6. Missouri Approved Waiver – Request for Revision - Transfer of WIA Funds between Adult & Dislocated Worker Programs Waiver
7. Request for new Waiver – Common Measures Waiver
8. Missouri Training & Employment Council (State Board) Membership & Staff
9. PY 2007/FY 2008 Adult, Dislocated Worker and Youth Allocations
10. Current Missouri Regional Planning Alliances
11. OneKC WIRED Bi-State Map

ATTACHMENT 1

MISSOURI'S TALENT DEVELOPMENT SYSTEM

Matt Blunt, Governor

JOURNEY TO FAMILY-SUPPORTING CAREERS

Traditional entry points:

42 Career Centers
www.GreatHires.org

OR

Faith/Community Based Location

SHARE Network Access Points

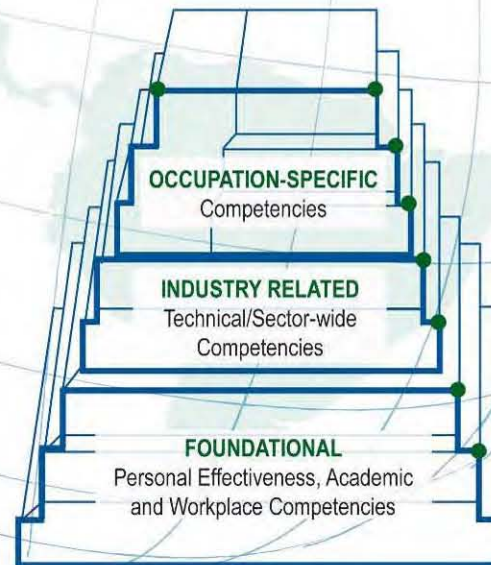
Virtual One-Stop

www.MissouriCareerSource.com

Lifelong Learning

TALENT SOLUTIONS

- Individual Training Accounts
- Career Advancement Accounts
- Lifelong Learning Accounts
- Pell Grants (referral)
- Adult Education and Literacy (referral)
- Missouri Career Readiness Certificate
- Worldwide Interactive Network
- Alchemy SISTEM Training
- Incumbent Worker Training
- Customized Screening and Recruitment
- Business and Industry Training
- Career Center Workshops
- Workforce Intelligence (LMI)
- Career Exploration
- Talent Matching (GreatHires.org)



USDOL Competency Model*

MISSOURI'S TARGETED INDUSTRY CLUSTERS

- Agribusiness
- Automotive
- Energy
- Finance
- Information Technology
- Life Sciences
- Military, Defense, and Homeland Security
- Transportation / Logistics



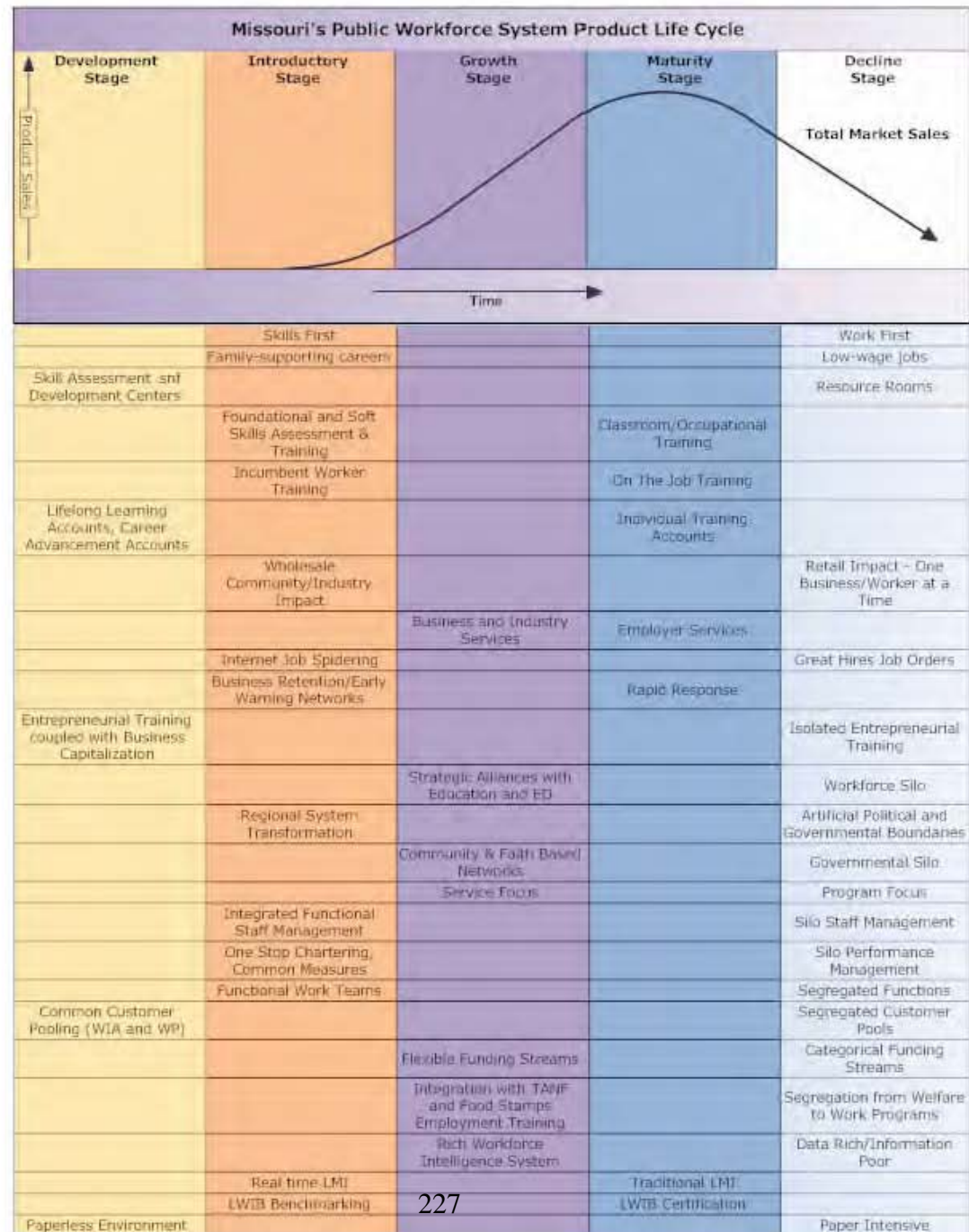
**MISSOURI
Career Center**
Where talent and opportunities meet



**Networking Regional Talent,
Infrastructure and Investment Assets**

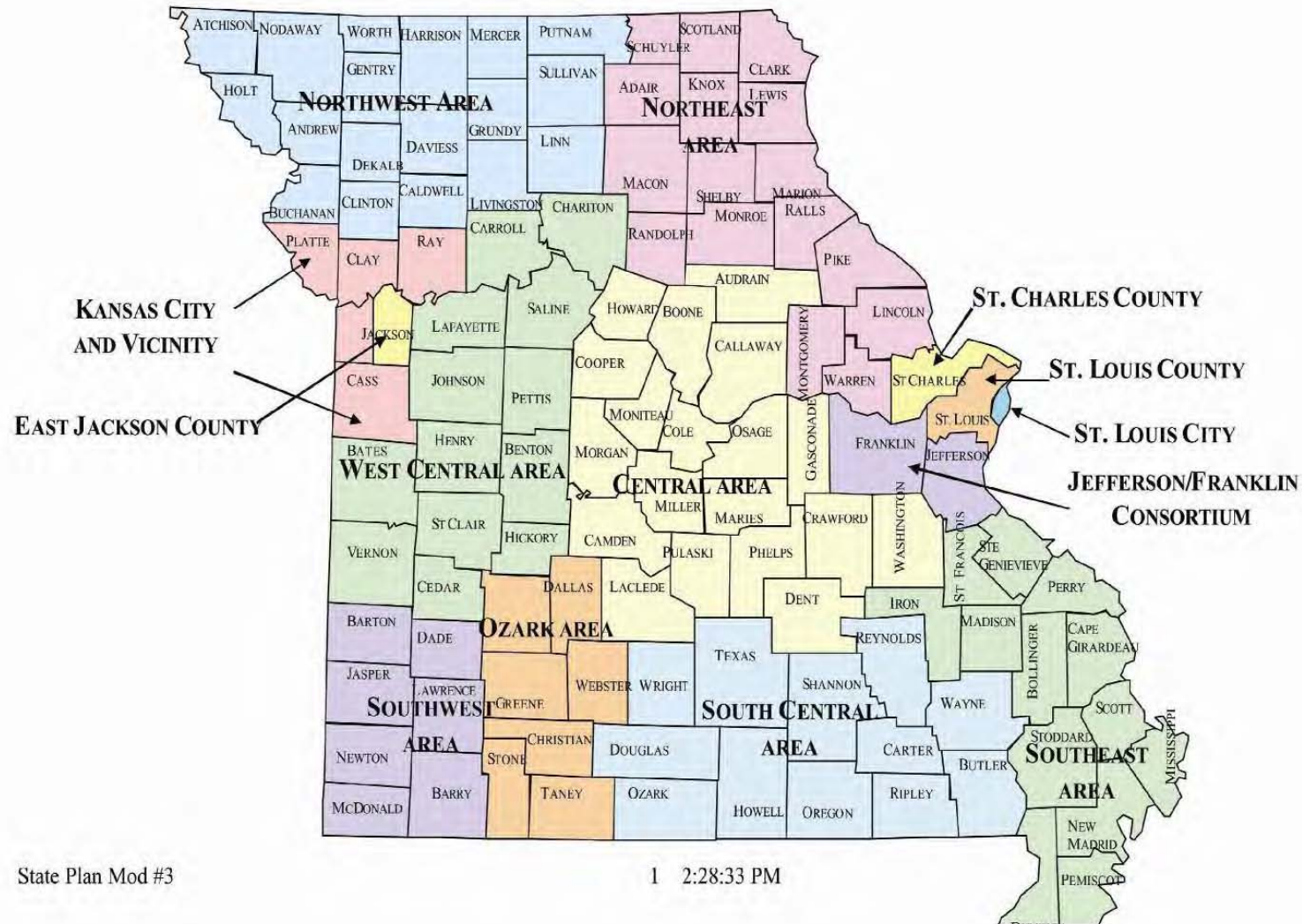
- 14 Local Workforce Boards
- 10 Economic Regions
- 7 Eco Devo Regional Sales Teams
- 6 Innovation Centers
- 32 Small Business Development Centers
- 12 Community College Districts
- 50 Vocational and Technical Schools
- 6 Research Universities

ATTACHMENT 2 Product Life Cycle



Attachment 3

LOCAL WORKFORCE INVESTMENT AREAS (Map)



ATTACHMENT 4

State Grievance Procedures

DISCRIMINATION COMPLAINTS

The recipient must not discriminate in any of the following areas:

- Deciding who will be admitted, or have access, to any WIA Title I - financially assisted program or activity;
- Providing opportunities in, or treating any person with regard to, such a program or activity; or
- Making employment decisions in the administration of, or in connection with, such a program or activity.

RELIGIOUS ACTIVITIES

Participants who believe that they are being employed in violation of any WIA religious activity prohibition may file a complaint in the same manner and subject to the same procedures as in the section, "What To Do If You Believe You Have Experienced Discrimination."

NON-WIA REMEDIES

In any case where the alleged violation of the Act or regulations is also an alleged violation of another law, nothing in this process shall prohibit an individual or an organization from filing a complaint or grievance with the appropriate authority under that law.

APPEALS PROCESS

The state or local EO officers will provide detailed information about the process to submit appeals. All requests for appeals must be filed within 60 days of the receipt of the decision being appealed.

A complaint cannot be processed as both a program complaint and a discrimination complaint. A discrimination complaint includes as a basis for mistreatment, one of the prohibited factors: race, color, national origin, sex, religion, age, disability, political affiliation or belief or, for participants, participation in any WIA Title I program or activity or citizenship.

ALTERNATIVE DISPUTE RESOLUTION (ADR) MEDIATION PROCESS

During the initial 90 day processing period complainants may voluntarily elect Alternative Dispute Resolution (ADR), a more flexible, less adversarial means of resolving discrimination complaints. See local or state EO Officer for details.

CRIMINAL COMPLAINTS

Complaints alleging fraud, abuse, waste or criminal activity must be reported immediately to the Department of Labor, Office of Inspector General-Investigations, Room S5514, 200 Constitution Avenue NW, Washington, DC 20510-55514, or the corresponding Regional Inspector General for Investigations, with a copy simultaneously provided to the Employment and Training Administration. The hotline number for information and reporting is 800.347.3756. The required incident report forms are available from either the program operator or the Division of Workforce Development (DWD). Program operators must simultaneously notify DWD of the filing of any incident report with the Office of Inspector General.

PROHIBITION AGAINST REPRISAL

The LWIA and its divisions or any organization or agency within, is prohibited from retaliation against a complainant or individual associated with or participating in a complaint filed or caused to be instituted proceedings under or relating to the Act, has testified or is about to testify in proceedings or has provided information or assisted in an investigation. The sanctions and penalties contained in Section 188 of WIA or the regulations will be imposed against any recipient that engages in any such retaliation or intimidation, or fails to take appropriate steps to prevent such activity.

EQUAL OPPORTUNITY IS THE LAW

It is against the law for this recipient of Federal financial assistance to discriminate on the following bases:

- Against any individual in the United States, on the basis of race, color, religion, sex, national origin, age, disability, political affiliation or belief; and
- Against any beneficiary of programs financially assisted under Title I of the Workforce Investment Act of 1998 (WIA), on the basis of the beneficiary's citizenship/status as a lawfully admitted immigrant authorized to work in the United States or his or her participation in any WIA Title I-financially assisted program or activity.

CONFIDENTIALITY OF INFORMATION

The identity of any person who has furnished information relating to or assisting in the investigation of a possible violation of the Act shall be kept confidential to the extent possible, consistent with the need to conduct a fair review of the issues.

For further information or assistance,
please telephone or write to the
contact person listed below.

Contact Name

Program Operator

Address

City

State

Zip

Phone

E-Mail

Auxiliary aids and services are available upon request to individuals with disabilities.

Alternate formats for non-English speaking individuals available upon request.

The Missouri Division of Workforce Development is an Equal Opportunity Employer/Program.

DWD-100 (6-06) A/I/P

WORKFORCE INVESTMENT ACT

Complaint and Grievance Guide

for the
MISSOURI
ONE-STOP SYSTEM



Acknowledgement of Receipt

I have received a copy of the Workforce Investment Act Complaint/- Grievance Procedure pamphlet, have been given an opportunity to ask questions and by my signature below, I declare that I fully understand the procedure.

Date _____

Signature _____

Signature of Staff Issuing Pamphlet _____

EQUAL OPPORTUNITY IS THE LAW

It is against the law for this recipient of Federal financial assistance to discriminate on the following bases:

- Against any individual in the United States, on the basis of race, color, religion, sex, national origin, age, disability, political affiliation or belief; and
- Against any beneficiary of programs financially assisted under Title I of the Workforce Investment Act of 1998 (WIA) on the basis of the beneficiary's citizenship/status as a lawfully admitted immigrant authorized to work in the United States or his or her participation in any WIA Title I - financially assisted program or activity.

INTRODUCTION

This brochure describes the complaint processing procedures required of all Workforce Investment Act Title I - financially assisted grant recipients/service providers. Any person who believes that either he or she, or any specific class of individuals, has been, or is being subjected to discrimination prohibited by the Workforce Investment Act (WIA), may file a written complaint, either by him/herself or through a representative. It is important to recognize that under the One-Stop system introduced by WIA, various programs and activities that are authorized by Federal laws other than WIA may be part of a One-Stop delivery system that also provides WIA Title I - financially assisted programs and activities. In such cases, any individual who receives aid, benefits, services or training from the One-Stop system is a participant for the purposes of the nondiscrimination and equal opportunity provisions of WIA. The Workforce Investment Act (WIA) permits program operators, contractors, grantees, sub-grantees, sub-recipients, sub-contractors and any other interested party to file grievances about Title I - financially assisted programs or activities using the procedure described within.

PROGRAM COMPLAINTS

The Workforce Investment Act allows for a process for resolution of grievances and complaints from participants and other interested parties affected by the local Workforce Investment System, including One-Stop partners and service providers. If you believe you have been unjustly denied any benefit or service allowed under the Workforce Investment Act (WIA) or have reason to believe any of the following situations has occurred: a violation of the Act, federal regulations, as well as, those arising from actions such as state-level audit findings or disallowance, or the imposition of sanctions taken by the Governor with respect to state audit findings, investigations, or monitoring reports; the Workforce Investment Act requires that statewide program operator procedures (Steps 1 and 2) must first be exhausted before a complaint may be escalated to the State, Division of Workforce Development (DWD). Likewise, State level procedures must be exhausted before escalating a complaint to the U.S. Department of Labor except in complaints alleging discrimination. For all non-employment related grievances or if a participant is unable to satisfactorily resolve any employment related grievance with his/her employer, the participant must utilize the procedure contained in this brochure to seek further resolution.

During orientation, participants are informed whether they will file any employment-related complaint through their employer's grievance procedures or the program operator's procedures, as described in Step 1 and 2. If the employer's procedure is used, the time frames and steps contained therein will be adhered to.

STEP 1

The complainant will file the grievance in writing with the program operator. The program operator has seven (7) days from the date the written grievance is received to investigate and provide a written decision to the complainant, respondent and local EO Officer.

STEP 2

If the decision fails to satisfactorily resolve the grievance, the complainant has five (5) days from the receipt of the program operator's decision to present a written request for an impartial hearing and review of the decision. The program operator must ensure that a qualified hearing officer conducts an impartial hearing, within thirty (30) days of the original receipt of the written grievance. The complainant and respondent (if not the program operator) will be provided a written notice of the date, time and place of the hearing and all parties will have the opportunity to present evidence and to be represented by an attorney or other individual of his/her choice.

The qualified hearing officer is to present a written decision to the program operator, who in turn, issues a decision to the complainant/respondent. In any case, the program operator must issue a written decision within sixty (60) days of the original receipt of the written grievance. If the decision fails to satisfactorily resolve the grievance, a party to the grievance may request a State review under the procedures outlined in Step 3.

STEP 3

To request a State review, the disappointed party must submit its request, in writing, to:

**Division of Workforce Development (DWD)
WIA Equal Opportunity
421 E. Dunklin, P.O. Box 1087
Jefferson City, MO 65102-1087**

This request must be received by DWD not more than ten (10) days after the disappointed party received the written decision from the program operator or, if no decision was rendered, within fifteen (15) days of the date the decision should have been received. The review process by DWD may be conducted by DWD staff, an impartial hearing or by any other means of independent review or investigation. DWD will provide a written final decision to the parties within sixty (60) days of the date the request for review was received.

WHAT TO DO IF YOU BELIEVE YOU HAVE EXPERIENCED DISCRIMINATION

If you think that you have been subjected to discrimination under a WIA Title I - financially assisted program or activity, you may file a complaint within 180 days from the date of the alleged violation with either:

**Juanita Davis Reynolds, State WIA,
Equal Opportunity Officer**

Missouri Department of Economic Development
Division of Workforce Development
421 E. Dunklin, P.O. Box 1087
Jefferson City, Missouri 65102-1087
Phone: 573.751.2428 Fax: 573.751.4088
Missouri TTY User: 800.735.2966 or 711

OR

The Director, Civil Rights Center (CRC)
U.S. Department of Labor
200 Constitution Avenue NW, Room N-4123
Washington, DC 20210
Voice: 202.693.6502 TTY: 202.693.6515

A complainant may file a complaint by completing and submitting the Discrimination Complaint Information and Privacy Act Consent Forms, which may be obtained either from the State or local Equal Opportunity Officer or by contacting the U.S. Department of Labor's Civil Rights Center at the address listed above.

If you file your complaint with the Division of Workforce Development (DWD), you must wait either until DWD issues a written Notice of Final Action, or until 90 days have passed (whichever is sooner), before filing with the Civil Rights Center (see address above).

If DWD does not give you a written Notice of Final Action within 90 days of the day on which you filed your complaint, you do not have to wait for DWD to issue that Notice before filing a complaint with the CRC. However, you must file your CRC complaint within 30 days of the 90-day deadline (in other words, within 120 days after the day on which you filed your complaint with DWD). **Complaints must be filed within 180 days of the date of the alleged discrimination, unless the filing is extended by the Director of CRC for good cause shown.**

If DWD does give you a written Notice of Final Action on your complaint, but you are dissatisfied with the decision or resolution, you may file a complaint with CRC. You must file your CRC complaint within 30 days of the date on which you received the Notice of Final Action.

Auxiliary aids and services are available upon request to individuals with disabilities.

The Missouri Division of Workforce Development is an Equal Opportunity Employer/Program.



DWD-100-2

ATTACHMENT 5

MISSOURI'S APPROVED WAIVERS – REQUEST FOR EXTENSION

Missouri is requesting an extension of the following waivers that have previously been approved and will expire June 30, 2007. The extension is requested to go through June 30, 2009.

Approved Waivers Requesting Extension:

- Deobligation/Reobligation Policy
- Utilize up to 10% local area funds to be used for statewide activities
- Approved increase from our 20% to 100% transfer between A & DW funds
- Allow Individual Training Accounts for Older Youth
- Eligible Providers of Youth Activities – competitive bid option
- Allow Local Regions to Provide the Ten Youth Program Elements as Options Available to Youth Participants
- Allow Local Regions to Provide 12 month follow-up as option – based on circumstances of customer
- Minimize data capture requirements (IWT) – NOTE: approved, but with severe restrictions
- Increase OJT Employer Reimbursement to 75% for Small Businesses
- Capitalization Funds of Small Business in concert with Entrepreneurial or Micro Enterprise Training (up to \$5,000)

Approved Waiver Asking for Revision (See Attachment 6)

1. Waiver to Allow the Governor to Utilize 25% of WIA Dislocated Worker/Rapid Response Funds as Statewide Activity Funds (NOTE: This waiver will be requested at 100% in new state plan modification)

New Waiver Requesting Approval (See Attachment 7)

1. Common Measures Waiver

ATTACHMENT 6

STATE OF MISSOURI WAIVER REQUEST REVISION

Waiver to Allow the Governor to Utilize WIA Dislocated Worker/Rapid Response Funds as Statewide Activity Funds

The Division of Workforce Development (DWD), as the State of Missouri's administrator for the Workforce Investment Act (WIA), is requesting the waiver discussed below to provide additional flexibility for the Governor to meet priority demands in the state, such as focusing on a demand-driven, business environment and strengthening the local regions by focusing on employer and worker competitiveness through skills upgrade training.

The State of Missouri is requesting that the Governor have the flexibility to utilize up to 100 percent of the funds reserved for Rapid Response activities for statewide employment and training activities, with the exception of administration. The state, through this waiver request, assures the U.S. Department of Labor (USDOL) that it will continue to carry out all required Rapid Response activities and will maintain its ability to respond to worker dislocations in collaboration with employers, labor unions, and other stakeholders.

WIA requires that states reserve 25% of their total dislocated worker allocation for Rapid Response activities, and reserve not more than 15% of Adult, Dislocated Worker and Youth funds to be used for statewide activities. Currently in Missouri, the state has been successful in being approved for National Emergency Grants and that has allowed the state to have additional funding in the 25% category that could be utilized elsewhere. While Missouri does not have a surplus of funding in this category, it is recognized that with this waiver, additional opportunities could be made available. The State of Missouri wants to provide funds to LWIBs for incumbent worker training programs to meet the economic needs of the local communities.

This waiver request adheres to the format provided in WIA ss189(i)(4)(B) and WIA Regulations 20 CFR 661.420(c).

1. Statutory or Regulatory Requirement to be Waived

Missouri is requesting a waiver of the language limiting the authority to provide the activities at WIA Section 134(a)(1)(B) to statewide reserve funds. This waiver would permit the state to use up to 25 percent of the funds reserved for Rapid Response

activities at WIA Section 133(a)(2), to provide the allowable statewide employment and training activities authorized at WIA Section 134(a)(3)(A), with the exception of administration, at WIA Section 134(a)(3)(A)(i).

2. State or Local Statutory or Regulatory Barriers

There are no known state or local statutory or regulatory barriers to implementing this waiver. Upon notification on the approval of this waiver, DWD will incorporate it into policy and distribute the information to the local regions.

3. Goals and Expected Programmatic Outcomes of this Waiver

As described, a primary focus for use of these 25% funds will be to assist the state in meeting the demand for incumbent worker training. Missouri is interested in strengthening the demand driven system of integrated employment and training service offerings to give the state a competitive workforce and long-term economic growth.

The goals obtained by approval of this waiver include:

- Better equip LWIBs to handle the business needs in their communities with training that would provide more highly skilled employees.
- Align local-level workforce development strategies with the Governor's vision for an improved demand and economically driven workforce system.
- Assist Missouri in addressing some of the strategies of the USDOL's national strategic priorities, including the enhanced integration of workforce investment systems and providing greater flexibility in structuring workforce investment systems.
- Increase employer/LWIB collaboration to address industry needs and worker training.

4. Individuals Affected by this Waiver

The state and local regions will be able to target more resources than the state has allocated at this time for layoff aversion activities including incumbent worker training.

5. Processes Used to:

Monitor the Progress in Implementing the Waiver

Should this waiver request be granted, DWD will ensure that regular reviews of the funds utilized for statewide activities will not negatively impact the local services to dislocated workers. The state will monitor the implementation of the waiver through oversight and local reporting. The state will review applicable policies and procedures developed for this waiver and modify as necessary.

Provide Notice to any LWIB Affected by the Waiver

Prior to the submission of the waiver request, DWD will inform all regions of its intent via a hard copy memorandum and an email memorandum, with this plan attached.

Provide any Local Board Affected by the Waiver an Opportunity to Comment on the Request

A 30-day comment period from the date of written notification will be given to allow LWIBs an opportunity to provide comments on the waiver request. Copies of any comments received will be forwarded to the USDOL's Regional Office in Chicago.

Ensure Meaningful Public Comment on the Waiver Request

A 30-day comment period from the date of publication on the state board's website (<http://www.mtec.ded.mo.gov/resources2>) will be given to allow the public an opportunity to provide comments on this request. Copies of any comments received will be forwarded to the USDOL's Regional Office in Chicago.

ATTACHMENT 7

STATE OF MISSOURI REQUEST FOR NEW WAIVER

Common Measures Waiver

The Division of Workforce Development (DWD), as the State of Missouri's administrator for the Workforce Investment Act (WIA), is requesting to eliminate the required 17 (15 core and two customer satisfaction) performance measures and replace them with the common measures delineated in TEGL 28-04. For Program Year 2007 the State of Missouri would be operating under 12 measures: Adult Entered Employment, Adult Retention, Adult Average Earnings, Dislocated Worker Entered Employment, Dislocated Worker Retention, Dislocated worker Average Earnings, Youth Placement in Employment or Education, Youth Attainment of a Degree or Certificate, Youth Literacy and Numeracy Gains and the three Wagner-Peyser measures.

This waiver will allow Missouri to align with the common measures developed by the United States Department of Labor (USDOL) and begin implementation of these measures by July 1, 2007. Through this waiver, the state is hoping to mitigate the potential confusion of the current reporting system by discontinuing the use of the 17 measures and reducing them to the six common performance criteria called for under Adult and Youth common measures.

While common measures requirements have not been fully implemented by USDOL, all states were required to implement certain common measure outcome definitions during program year (PY05), while continuing to report their current performance measures.

Missouri is embarking on a second year Request for Application (RFA) process that will continue to provide funding to the One-Stop Centers (Missouri Career Centers) to ensure that services are integrated at the front line level and unified at the management level. Granting this waiver would complement our efforts through the provision of common workforce system performance measures and make Missouri's workforce system more efficient and effective. By refocusing the local regions' performance assessment from individual program performance measures to universal outcome measures, service integration can be enhanced.

These new measures will also be easier to manage and more clearly understood by Local Workforce Investment Boards (LWIB), businesses, and workforce investment system partners.

This waiver request adheres to the format provided in WIA ss189(i)(4)(B) and WIA Regulations 20 CFR 661.420(c).

1. Statutory or Regulatory Requirement to be Waived

Missouri is seeking a waiver of certain provisions of the requirements of the Workforce Investment Act of 1998, Sections 136(b)(2) and (c)(1) of the Act, as well as accompanying regulations at 20 CFR 666.100(a) and 666.300(a), which specify certain required state and local performance measures for WIA Title 1B programs.

The State of Missouri requests a waiver of the 17 indicators of performance for employment and training activities authorized under sections 129 and 134 of the WIA; the four Labor Exchange Performance Measures authorized under the Wagner-Peyser Act; the three Veterans Performance Measures authorized under Title 38 United States Code as amended by the Jobs for Veterans Act of 2002; and the three Trade Act performance measures.

This waiver request will enable Missouri's workforce development system to fully implement the six (three adult including dislocated workers and Wagner-Peyser) and three youth new common measures being finalized by the USDOL and five other agencies. The State of Missouri wants to implement these common measures by July 1, 2007.

2. State or Local Statutory or Regulatory Barriers

There are no known state or local statutory or regulatory barriers to implementing this waiver. Upon notification on the approval of this waiver, DWD will incorporate it into policy and distribute the new policy to the local regions. Nothing in this waiver is intended to prevent the state or any LWIB from implementing additional measures to assess performance.

3. Goals and Expected Programmatic Outcomes of this Waiver

The goal of this waiver request is to improve case management integration through the use of common measures that will capture the effectiveness of the system across all partners. It should minimize program silos, and decrease frustration over conflicting and confusing data collection requirements between partners.

This waiver would have the following goals and programmatic outcomes:

- Integrate the DWD programs and enhance productivity;

- Provide a simplified and streamlined performance measurement;
- Integrate staff in the One-Stop on the development, training, and implementation of an easy to use integrated management information system; and
- Improve One-Stop case manager integration through the use of common measures which capture the effectiveness of the system across all partners.

4. Individuals Affected by this Waiver

A granting of this waiver would be in alignment with Missouri's strategic goal of streamlining the performance accountability system for increased focus on the system's performance.

5. Processes Used to:

Monitor the Progress in Implementing the Waiver

DWD is the entity responsible for the programs affected by this waiver, and if this waiver is granted, DWD will assume the lead role in monitoring the implementation of the waiver. Missouri is prepared to be fully operational for the implementation of common measures data collection and reporting to meet the July 1, 2007 date. Training has and will continue to be provided to DWD staff and partner staff so both are prepared for the transition. DWD will monitor the progress of this waiver implementation by providing a means for reporting the impact on the number of individuals served and the performance results achieved following the adoption of common measures. It should also be noted that the system can and will adopt state-developed and locally-developed performance criteria as necessary, particularly in the first year of fully adopting the new measurement system.

Provide Notice to any LWIB Affected by the Waiver

Prior to the submission of the waiver request, DWD informed all areas of its intent via an email memorandum, with this document attached.

Provide any LWIB Affected by the Waiver an Opportunity to Comment on the Request

A 30-day comment period from the date of written notification will be given to allow LWIBs an opportunity to provide comments on the waiver request. Copies of any comments received will be forwarded to the USDOL's Regional Office in Chicago.

Ensure Meaningful Public Comment on the Waiver Request

A 30-day comment period from the date of publication on the state board's website (<http://www.mtec.ded.mo.gov/resources2>) will be given to allow the public an opportunity to provide comments on this request. Copies of any comments received will be forwarded to the USDOL's Regional Office in Chicago.

ATTACHMENT 8

MTEC Members and Staff

The Council consists of 30 members appointed by the Governor with the advice and consent of the Senate. Nine members represent business, industry and agriculture; nine members represent members of the General Assembly and state agencies and organizations. These include the appointment of one representative each from the Department of Economic Development, the Department of Elementary and Secondary Education and the Department of Labor and Industrial Relations. Nine members represent organized labor and community-based organizations in the state; and three members represent the general public. Each member of the Council serves for a term of four years.

BUSINESS, INDUSTRY AND AGRICULTURE			
Slot	Appointed Member	Organization Member Represents	Term Expiration
1	Richard Jennett, M.D.	Jefferson City Medical Group	8/28/2007
2	Garland Barton	DRS Sustainment Systems, Inc.	8/28/2007
3	Miguel Meneses	Riojas Enterprises, Inc	8/28/2006
4	Christopher Filer	NeCo Seed Farms, Inc.	8/28/2008
5	Herbert J. Schmidt	Contract Freighters, Inc.	8/28/2007
6	Neal E. Boyd	Aflac	8/28/2008
7	Anita Coulter	Kawasaki Motors	8/28/2008
8	Ajamu Webster	DeBois Consultants, Inc.	8/28/2006
9	Edward Bryant	Pfizer, Inc.	8/28/2009
STATE AND LOCAL GOVERNMENT OR AGENCIES			
Slot	Appointed Member	Organization Member Represents	Term Expiration
1	Gregory Steinhoff	Department of Economic Development	
2	Vacant		8/28/2007
3	John "Gil" Kennon	Mineral Area College	8/25/2010
4	Nancy Headrick	Department of Elementary and Secondary Education	8/28/2006
5	Richard Payne	Cape Girardeau Technical School	8/28/2008

6	Katharine Barondeau	Department of Labor and Industrial Relations	8/28/2009
7	Vacant		8/28/2008
8	Vacant		8/28/2006
9	Henry Shannon	St. Louis Community College	8/28/2005
LABOR AND COMMUNITY-BASED ORGANIZATIONS			
Slot	Appointed Member	Organization Member Represents	Term Expiration
1	Gloria Carter-Hicks	Hicks-Carter-Hicks, LLC (St. Louis County WIB)	8/28/2009
2	Herb Johnson	Missouri AFL-CIO	8/28/2006
3	John Gaal	Carpenters' District Council	8/28/2008
4	Jerald Pelker	LABORER'S AGC Training	8/28/2004
5	Deb Vandevender	Grundy Electric Coop (Northwest WIB)	8/28/2007
6	Lewis Chartock	MERS/MO Goodwill Industries	8/28/2006
7	Brenda Wrench	Urban League (not-for-profit)	8/28/2005
8	Cheryl Thruston	Missouri AFL-CIO	8/28/2008
9	Jesse C. Caudle	United Auto Workers	8/28/2006
PUBLIC MEMBERS			
Slot	Appointed Member	Organization Member Represents	Term Expiration
1	Donald Hester	Public Member	8/28/2007
2	Mary V. Moore Johnson	Public Member	9/17/2007
3	Joseph Knodell	Public Member	8/28/2009
STAFF TO THE COUNCIL			
Rose Marie Hopkins Executive Director 421 E. Dunklin Street P. O. Box 1087 Jefferson City, MO 65102 573-526-8229 rose.marie.hopkins@ded.mo.gov		Patricia "Trish" Barnes Administrative Assistant 421 E. Dunklin Street P. O. Box 1087 Jefferson City, MO 65102 573-526-8229 trish.barnes@ded.mo.gov	Glenda Terrill Policy Analyst 421 E. Dunklin Street P. O. Box 1087 Jefferson City, MO 65102 573-522-8621 glenda.terill@ded.mo.gov

ATTACHMENT 9

PY 2007/FY 2008 Adult, Dislocated Worker and Youth Allocations

WORKFORCE INVESTMENT BOARDS	Youth	Adult			Dislocated Worker (DW)			Total WIA
	PY 2007 Allocation	PY 2007 Allocation	FY 2008 Allocation	Total Adult Allocation	PY 2007 Allocation	FY 2008 Allocation	Total DW Allocation	Final Allocation PY 2007
Northwest Region	\$610,070	\$100,077	\$468,169	\$568,246	\$225,583	\$559,651	\$785,234	\$1,963,550
Northeast Region	\$563,820	\$89,253	\$417,534	\$506,787	\$205,382	\$509,533	\$714,915	\$1,785,522
Kansas City & Vicinity	\$2,518,467	\$410,778	\$1,921,652	\$2,332,430	\$453,412	\$1,124,870	\$1,578,282	\$6,429,179
West Central Region	\$679,159	\$110,829	\$518,467	\$629,296	\$181,439	\$450,134	\$631,573	\$1,940,028
St. Louis City	\$2,796,488	\$436,722	\$2,043,025	\$2,479,747	\$441,066	\$1,094,243	\$1,535,309	\$6,811,544
Southwest Region	\$392,365	\$66,674	\$311,907	\$378,581	\$161,612	\$400,944	\$562,556	\$1,333,502
Ozark Region	\$1,070,376	\$172,473	\$806,845	\$979,318	\$224,461	\$556,867	\$781,328	\$2,831,022
Central Region	\$1,321,452	\$210,623	\$985,314	\$1,195,937	\$307,886	\$763,835	\$1,071,721	\$3,589,110
South Central Region	\$719,379	\$120,980	\$565,955	\$686,935	\$130,562	\$323,910	\$454,472	\$1,860,786
Southeast Region	\$1,243,266	\$199,622	\$933,848	\$1,133,470	\$315,368	\$782,397	\$1,097,765	\$3,474,501
East Jackson Co. KC	\$490,039	\$80,381	\$376,030	\$456,411	\$141,410	\$350,826	\$492,236	\$1,438,686
St. Louis County	\$2,529,480	\$406,164	\$1,900,070	\$2,306,234	\$703,312	\$1,744,848	\$2,448,160	\$7,283,874
St. Charles County	\$198,520	\$31,196	\$145,939	\$177,135	\$108,116	\$268,224	\$376,340	\$751,995
Jefferson/Franklin Consortium	\$665,131	\$105,046	\$491,411	\$596,457	\$141,411	\$350,825	\$492,236	\$1,753,824
TOTAL	\$15,798,012			\$14,426,984			\$13,022,127	\$43,247,123

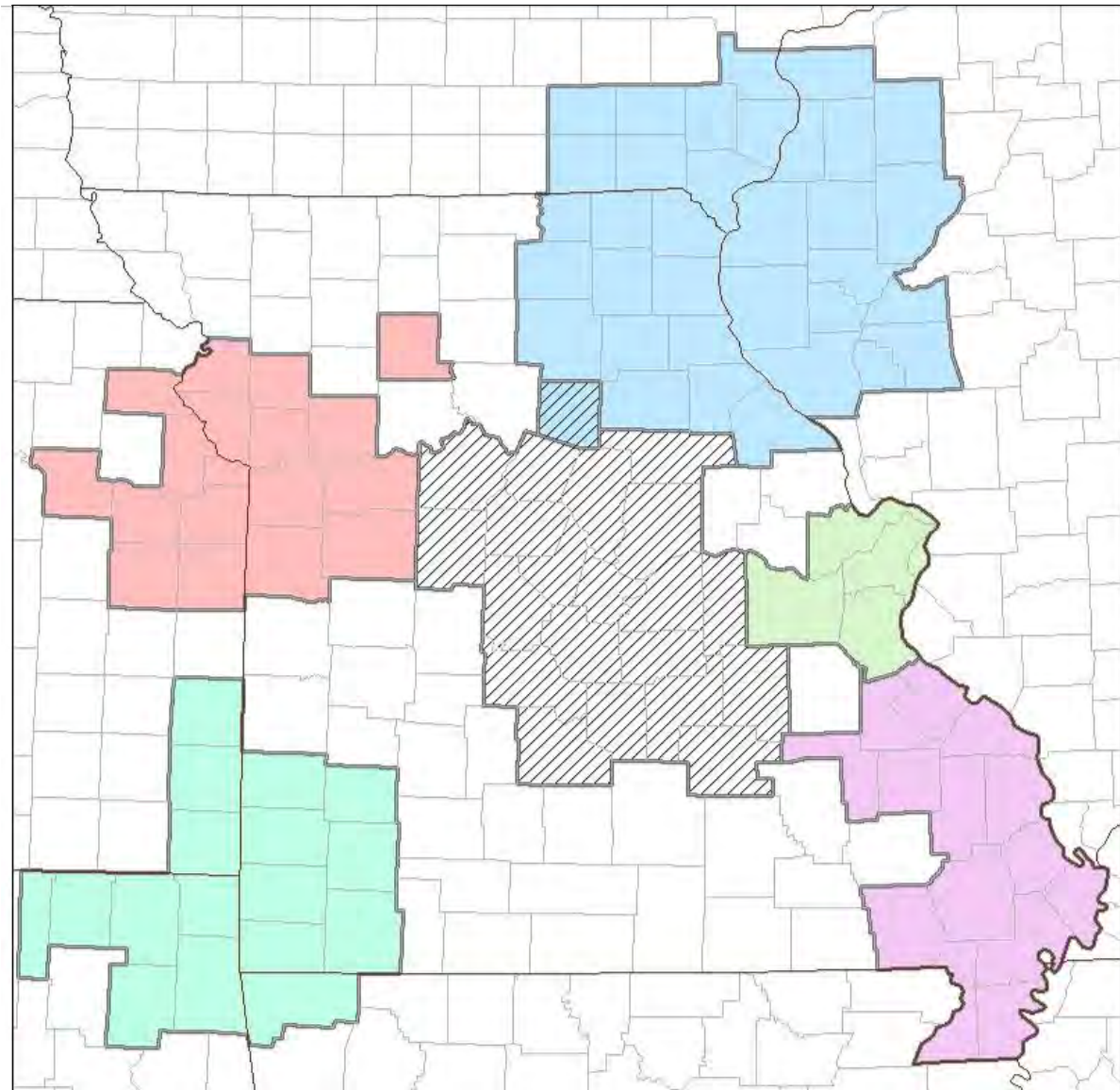
May-05

ATTACHMENT 10

Current Missouri Regional Planning Alliances

Legend

- Heart of Missouri Entrepreneurship WIRED (Unfunded)
- Tri-State Development Summit
- OneKC WIRED
- State Border
- Commerce Corridor of Southeast Missouri WIRED
- Greater St. Louis Talent Alliance
- Four-State Health Professions Consortium
- County



KC kansas city

AREA DEVELOPMENT COUNCIL

Kansas City Area Development Council
2600 Commerce Tower, 911 Main Street
Kansas City, Missouri 64105-2049
816.221.2121 Fax: 816.842.2865
www.thinkKC.com
1-888-99KCADC